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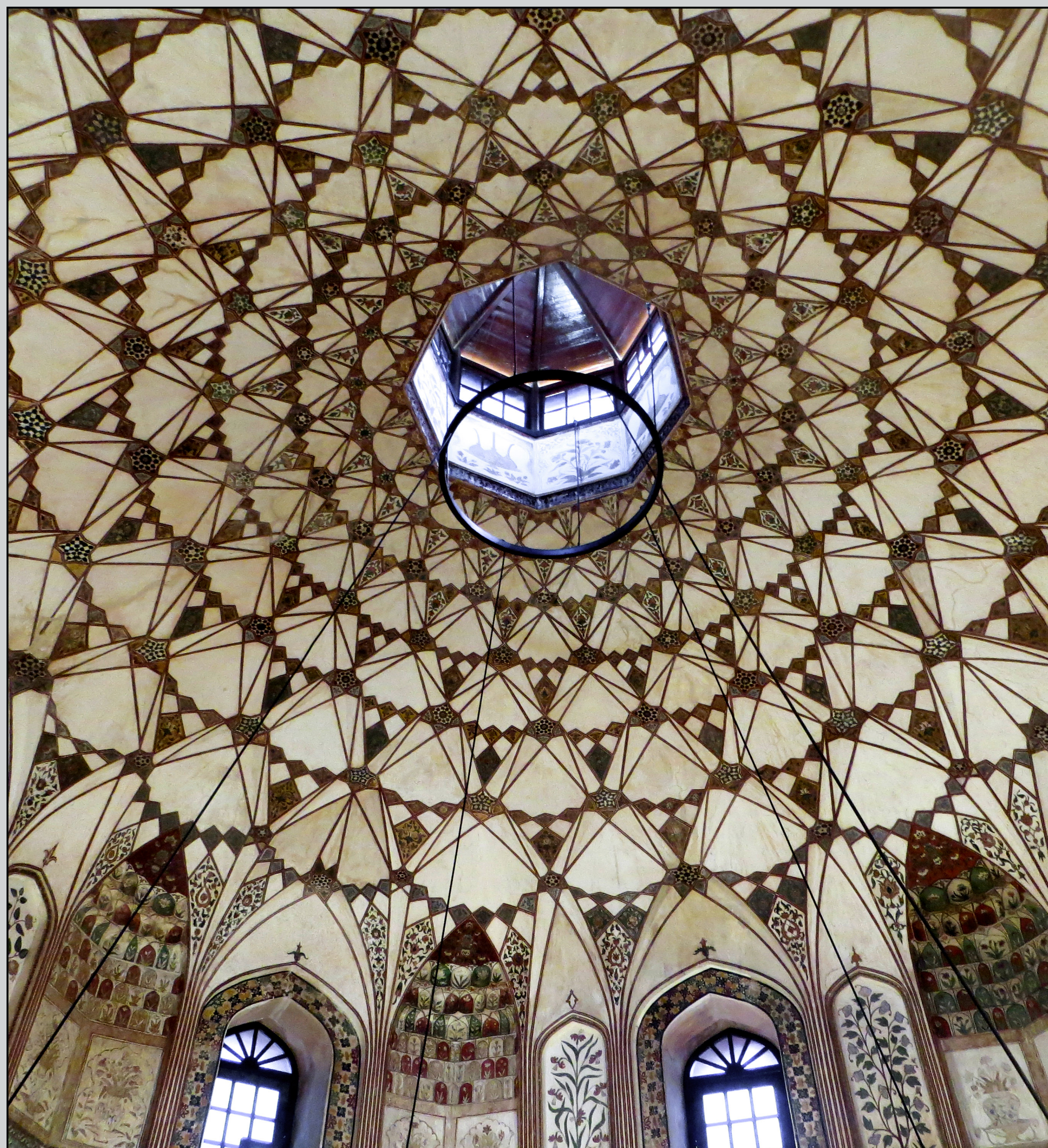
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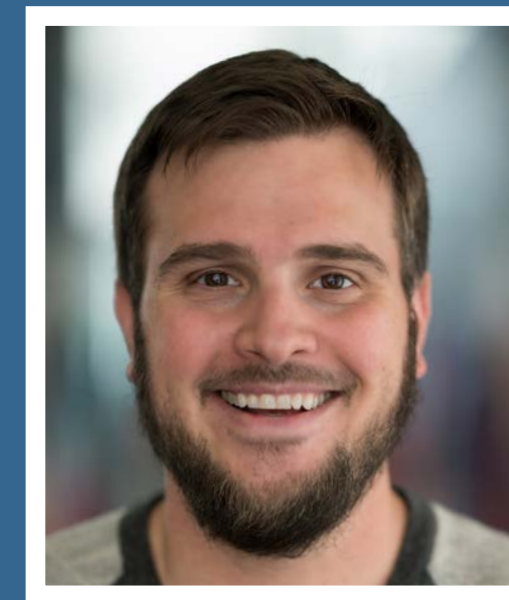
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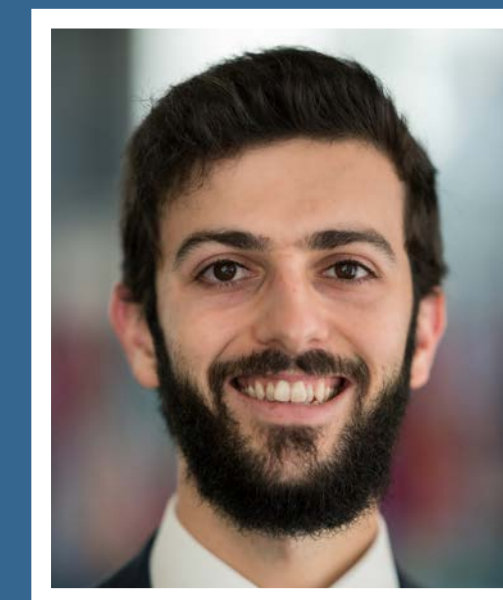
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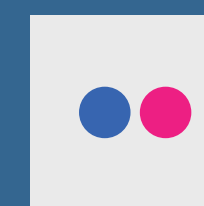
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Supreme Court Justice Ruth Bader Ginsburg delivered remarks to a rapt crowd and answered audience questions during a Women's History Month event at Main State, March 8, hosted by IIP, EW@S, iLead and S/OCR.

Photo by Isaac D. Pacheco

By Brittani DiPaolo

Brittani DiPaolo is a presidential management fellow in the Bureau of International Information Programs.

Return

Justice Ginsburg Delivers Remarks at Main State

On March 8, Supreme Court Associate Justice Ruth Bader Ginsburg visited the Department in celebration of Women's History Month. Ginsburg honored the memory of Burnita Shelton Matthews, the first woman to serve as a federal district judge, before taking questions from the audience. The Bureau of International Information Programs, Executive Women at State, the Office of Civil Rights and iLead co-sponsored the event.

Matthews was a skilled activist, litigator and juror. She became involved with the National Women's Party during her time in law school, then led the party's legal research department and served as its legal counsel. In 1949, President Harry S. Truman appointed her to the U.S. District Court for the District of Columbia. Ginsburg considers her a trailblazer and "way paver" for other women in the judiciary, as she hired female clerks when others would not and served as a mentor to many aspiring female attorneys.

Likewise, Ginsburg is a pioneer. Before she became the second female Supreme Court justice, she dedicated herself to women's empowerment through her legal work. Columbia Law School's first female tenured professor, Ginsburg was instrumental in launching the Women's Rights Project of the American Civil Liberties Union (ACLU) in 1971 and served as the ACLU's general counsel from 1973 to 1980.

During the event, Ginsburg stated that she is "heartened today by how much women's voices are being listened to. ... The habit of thinking that a woman's voice is nothing was once entrenched, but it certainly isn't anymore." Growing up, Ginsburg's heroes included Nancy Drew and Amelia Earhart, and she never had a female professor at Harvard or Columbia Law Schools. "It's exhilarating to see now that women are all over," she said. When asked if she remains optimistic about America's future, as she wrote in her book, "My Own Words," she replied, "Yes, I am. Very much so." ■



U.S. Ambassador to Iraq Douglas Silliman meets Father Thabit Habib at the Karamless Mart Adda Church Office to discuss the challenges facing the Christian communities in the Ninewa Plains.

Photo by Claire Thomas

By Nancy Godfrey

Nancy Godfrey is program office director at USAID Iraq.

Ambassador Discusses Post-ISIS Stabilization

On Feb. 9, U.S. Ambassador to Iraq Douglas Silliman joined Lise Grande, deputy special representative of the U.N. secretary general and UNDP resident representative, on a visit to the Ninewa Plains. The officials highlighted U.S.-U.N. collaborative efforts to enable ethnic and religious minorities to return home following ISIS's defeat.

Silliman and Grande met with Syriac Catholic and Chaldean Catholic religious leaders (including Father Thabit Habib, pictured with Silliman) to hear their concerns about progress in rebuilding their communities. They toured the Karamless Primary Health Care Center, which was recently rehabilitated and refurbished with U.S.-U.N. support and will now benefit an estimated 10,000 people. They also joined the reopening ceremony for the Al-Hamdaniya Hospital, which was looted and vandalized during ISIS occupation. Mission Iraq recently approved an additional \$2.6 million for UNDP to complete renovations and purchase medical equipment for the hospital. These activities in the Ninewa Plains are part of a larger U.S. government initiative to stabilize territory formerly occupied by ISIS. The United States remains particularly focused on helping the most vulnerable Iraqis, including ethnic and religious minorities. Together with other donors, this assistance has enabled more than 3.3 million displaced Iraqis to return home.

Silliman confirmed the U.S. commitment “to supporting stabilization projects like these until displaced Iraqis can return home.” Since 2015, the United States has provided \$190.3 million to UNDP, of which more than \$55 million has been set aside to support the Ninewa Plains, home to many of Iraq's minority groups. ■



Consul General Katherine Hadda and Hyderabad Metro Managing Director N.V.S. Reddy ride Hyderabad's new metro rail system.

Photo by Prabhakar J

By Akash Suri

Akash Suri is an assistant public affairs officer at Consulate General Hyderabad.

↑ Return

Consul General Takes a Ride on New Metro Rail

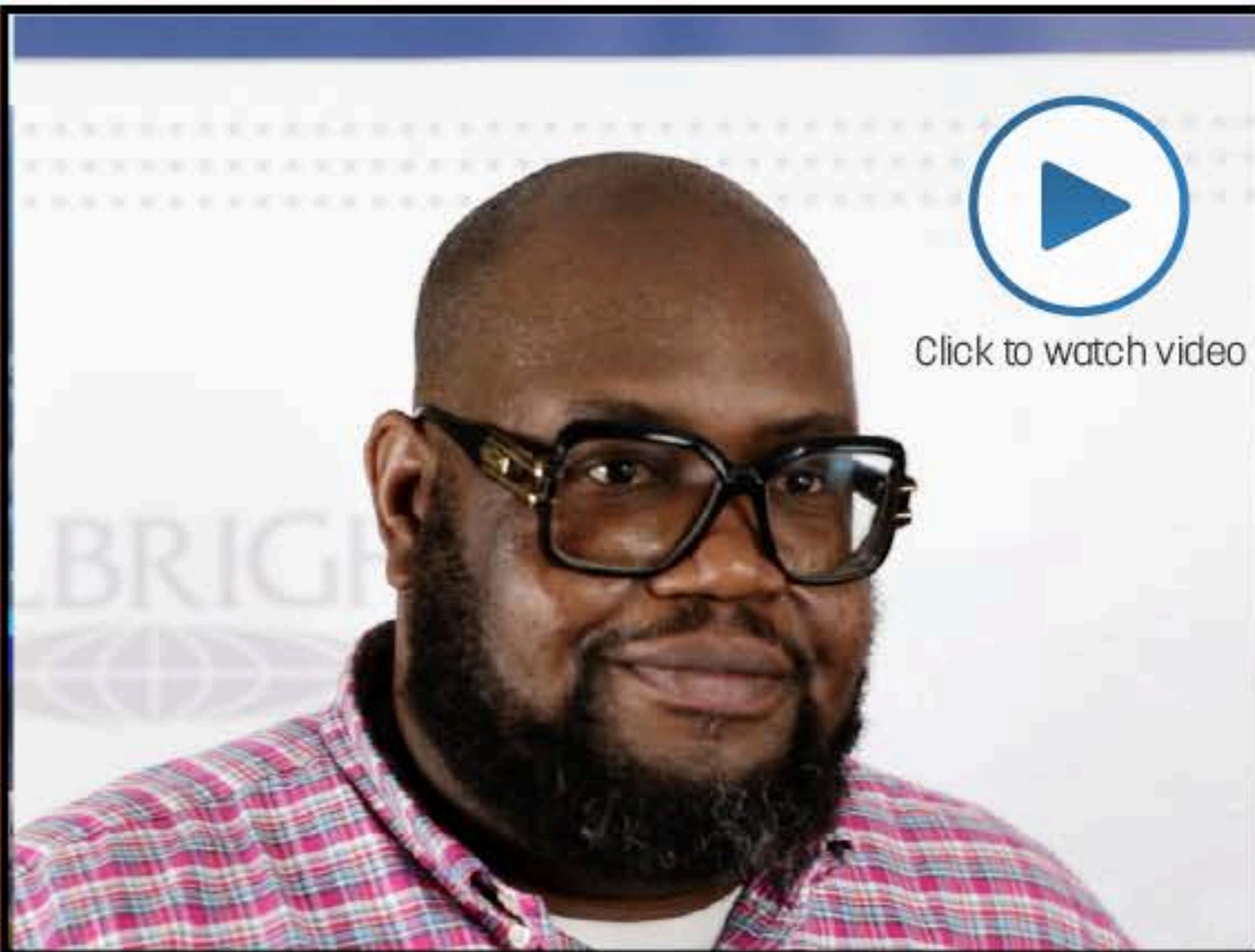
To coincide with hosting the 2017 Global Entrepreneurship Summit, Hyderabad launched a new metro rail system, with its first two lines inaugurated by Prime Minister Narendra Modi. The metro aims to help Hyderabad become the entrepreneurship capital of India. The city aspires to be a technology epicenter. Hyderabadis hope the metro can change their daily lives by reducing traffic congestion and pollution and improving road safety.

Recently, U.S. Consul General Katherine Hadda took her first ride on the metro alongside N.V.S. Reddy, the managing director of the Hyderabad Metro Rail. The current consulate facilities are located just steps from a metro station, and Hadda took the same path that thousands of visa applicants and other visitors to the consulate will take over the coming years.

During her three-station journey, Hadda met with locals pleased with how convenient the metro has made their daily commute, and surprised her hosts by offering her seat to a weary mother traveling with her daughter. The enclosed video of Hadda's metro trip was very well received on social media, where it was viewed more than 10,000 times and generated many comments that expressed a sense of civic pride in the new system and appreciation for the consul general's recognition of Hyderabad's progress.

"As a native New Yorker who has traveled on metro systems all over the world, I'm going to give two thumbs up to the Hyderabad system," commented Hadda. "It's convenient, it's well-run, and I can't wait to see it grow so people can get to even more places in this wonderful city. And the view is fantastic!"

Consulate General Hyderabad is already finding creative ways to leverage the new public spaces in metro stations, which see thousands of commuters each day. In January, Hadda inaugurated a student art exhibit at one of the largest stations. It featured art premised on U.S.-India friendship. ■



Fulbright awardee Charles Coleman inspires future applicants from his alma mater, the University of Alabama at Birmingham, his hometown, Fairfield, Ala., and other communities across the United States.

Video by Adam Lee and Daria Roche.

By Daria Roche

Daria Roche is a recruitment and public affairs specialist in the Office of Academic Exchanges, Bureau of Educational and Cultural Affairs.

Return

Fulbright Reaches New U.S. Campuses

This year, Charles Coleman became the first Fulbright scholarship awardee from his hometown of Fairfield, Ala. A 2017–18 recipient of the Fulbright English Teaching Assistant Award, he is currently representing the University of Alabama (UAB)—and the United States—in Israel. “A chance is a wonderful thing,” he reflected. “And I’ve been given this chance so that I can go out and do something really special, so that somebody else coming behind me will have that same type of opportunity.”

The Bureau of Educational and Cultural Affairs’ (ECA) Fulbright Program Adviser (FPA) Development Initiative has been instrumental in efforts to ensure that Fulbright reflects the full range of U.S. higher education institutions. Through this initiative, advisers from traditionally underrepresented colleges and universities across the United States receive training and enhanced support for Fulbright U.S. student recruitment on their campuses. In 2017, after UAB participated in the development initiative, 13 students applied to the Fulbright program and five received awards, including Coleman. Among those awardees are first-generation and nontraditional college students.

The Fulbright program, which is the U.S. government’s flagship international educational exchange program, recruits Americans from a wide range of backgrounds to study, teach and conduct research abroad. More than 1,300 colleges and universities from all 50 states participate in the Fulbright program as hosts of international scholars or as sending institutions. Through continued outreach efforts, this year, 15 U.S. colleges and universities, including several minority-serving institutions, produced Fulbright U.S. student awardees for the first time. Moreover, 25 community colleges produced Fulbright awardees in 2017–18, a 40 percent increase since 2014.

ECA hopes that people will be inspired by Coleman’s story and help spread the message that the merit-based Fulbright program is open to candidates of all backgrounds, from all parts of the United States and from all types of educational institutions. ■



Black History Month Committee Co-Chair Dwayne Antoine records a video about Jesse Owens for Embassy Berlin's Facebook page.

Photo by John Self

By Tanya Brothen

Tanya Brothen is an assistant cultural affairs officer at Embassy Berlin.

Embassy Berlin Commemorates Black History Month

The Black History Month Committee (BHMC) and public affairs section (PA) at Embassy Berlin collaborated on a monthlong public outreach campaign in honor of Black History Month. February festivities kicked off with a social media campaign profiling historic sites in Berlin connected to African-American history. Embassy staff starred in a video series that discussed the 1936 Olympic Stadium where American sprinter Jesse Owens won four gold medals; two churches in East Berlin where Martin Luther King Jr. preached in 1964; and the university that W.E.B. Du Bois attended from 1892 to 1894. German audiences took a particular interest in the Jesse Owens video, hosted by a member of the BHMC.

PA also organized a speaker program for Black History Month, featuring Fulbright Alumna Noaquia Callahan. She is the founder and chief executive officer of the Colored Bird Institute, an organization that helps students of color develop into future leaders. Callahan presented “The Blueprint: Closing the Achievement Gap and Getting Students of Color Prepared for the Global Workforce” to audiences in five German cities and held a discussion on diversity at the embassy.

Finally, the BHMC capped off February by screening “Race,” the 2016 sports drama about Jesse Owens’ historic Olympic performance in Berlin, at the embassy. BHMC Co-Chair Dwayne Antoine said of the screening, “We wanted to put people in a seat and get them thinking.” ■

↑ Return



Heavy equipment segregates metal into separate piles based on density and to ensure maximum furnace efficiency.

State Department photo

By Patrick Dignan

Patrick Dignan is an assistant general services officer at Embassy Bogotá.

How Mission Colombia Disposes of Obsolete Vehicles

Armored vehicles present a unique problem for overseas missions. As a matter of policy they cannot be sold when their useful life has been exhausted. Frequently, they wind up in landfills, completely unserviceable and unusable for any purpose. However, an embassy partnership with the Colombian recycling company DIACO has resulted in innovative and commercially viable solutions for managing this potentially wasted resource, while at the same time returning money to the mission.

Destroying excess armored vehicles is a time-consuming, dirty and generally expensive procedure. Mission Colombia disposes of armored vehicles through an authorized contractor under supervision of a cleared American. The contractor ensures that all mechanical components are destroyed, windows smashed and subcomponents rendered inoperable. Once the contractor completes the process, the vehicle is scrap.

What happens to the 4 tons of scrap metal? In many places it is cast aside, but in Colombia, an innovative joint venture has found ways of transforming this scrap into marketable products that are fueling industry and employing thousands.

A Colombian scrap mill, located about 100 miles north of Bogotá, receives the scrap and reduces it to molten steel, and metallurgists alloy the metal for specific applications, adding chromium, carbon or a selection of other materials to boost strength, malleability or rust resistance. The molten metal is then transferred to one of two separate processes: rolling or milling.

Both the embassy and the country of Colombia derive real and legitimate benefits from the creative and innovative processes employed at the mill. Through the hard work and dedication of our Colombian partners, this program saves money and provides a more environmentally sustainable way of discarding obsolete armored vehicles. The embassy receives some value for the scrap metal while bolstering the industrial/manufacturing segment of the host country's economy. ■

[Return](#)

Conflict Matters

BY SHIREEN DODSON, DIRECTOR,
OFFICE OF THE OMBUDSMAN



Data and Structural Conflicts

In the previous article, I discussed the relationship between identifying the type of conflict you are experiencing, and resolution. More specifically, we discussed relationship conflicts and techniques one can use to avoid or resolve the conflict. People will also often find themselves embroiled in conflicts that are structurally or data driven. In both, conflict develops due to information and forces external to the parties.

Data conflicts can stem from lack of information, misinformation, a disagreement on which data is relevant, different interpretations of information or competing assessment procedures. Sometimes data conflicts will result from a miscommunication about procedures before data is collected. Most of these types of conflict are relatively easy to resolve. They normally have a “data” solution to them. Some questions to ask when you recognize you are in a data conflict: How can we get the relevant data that we need? Is there more than one interpretation? What is the goal for collecting the data? How should we interpret the data? What information should be agreed on before starting the project to prevent this from happening in the future?

External forces can cause structural conflicts to occur. Many times in this type of conflict, one party may feel they are in a more privileged position of power. Many issues can contribute to a structural conflict, such as limited physical resources or authority, geographic constraints (distance or proximity), time (too little or too much), or organizational changes. If you are involved in this type of conflict, it can be helpful to appreciate the external forces and constraints bearing upon both parties. It is also important to look at the sphere of influence for each party. What can each person truly control and what is outside his or her control? Many times, structural conflicts are compounded by a lack of transparency. So, when possible, provide an explanation of reasoning, policies or procedures that were utilized to make a decision. A hard question to ask is if there are exceptions to a policy that might have been applied to the situation. Often, employees involved in a structural conflict will look to see if a policy has been applied equally from situation to situation. This is often when gossip starts. With lack of trust, and because the basis for a decision was not shared or fully explained, people assume malicious intentions behind the decision. Therefore, it is important to highlight, if possible, why policies were applied in a particular manner. If, as a manager, you cannot divulge such information, then it is important to be transparent about the inability to share. Employees should try to recognize that there are legal reasons that managers may not be able to share information with the whole office.

There are two other types of conflict—interest and values—that we will tackle next time. The most important aspects of conflict management are recognizing when you are in a conflict, examining the causes of that conflict and working to try to resolve the conflict. As always, if you are unsure of what to do, give the Office of the Ombudsman a call. We can help you try to figure out what is causing your conflict and how to resolve it. ■

English Language Programs

Department team demonstrates importance of English language in foreign policy

By John Mark King

What does English-language learning have to do with foreign policy? With myriad challenges currently facing the United States on the diplomatic stage, why does the Department of State support Foreign Service specialists whose main purpose is to promote the teaching and learning of English? In one word, no matter when and where it happens, it's about opportunity.

Language is a tool. It is how we share ideas and learn from each other. It is how we understand people and concepts that are alien to us. It is how we explain that which is not already known. Language is the medium of content, and content is the currency of public diplomacy.

With regard to English, the worldwide thirst for accessible high-quality materials and instruction is unrivaled. English is the first language in human history to have more learners than native speakers. It is the primary language of commerce, science, academia and entertainment. Most information and communication on the internet is in English. With such widespread demand, instead of asking, "Why are we promoting English?" perhaps we should be asking, "Why aren't we doing more to promote English?" | *Cont.* | ▼



Don Johnson was an English language fellow in Abidjan, Côte d'Ivoire, in 2013-14. Johnson received an innovation grant to fund his project "Reading Empowers and Develops Ivory Coast," where he trained teachers, provided readers, and built a sustainable and replicable model that is now serving more than 35,000 students.

State Department photo

The Department understands this, which is why the Bureau of Educational and Cultural Affairs' (ECA) Office of English Language Programs (OELP) is our primary hub for all things English. From our office in Washington, we support the work of 25 regional English language officers (RELOs) at embassies worldwide. RELOs are Foreign Service specialists who are experts in English-language teaching and learning. For much of the English teaching world outside the United States, RELOs are their primary contact with embassies and are very often seen as the face of the U.S. government and the American people.

"Our work is unique," said Office Director Joseph Bookbinder. "We are the only ECA office that has its own Foreign Service specialists. This means we have the ability to be highly responsive to our audience's needs. It also enables us to create some remarkably effective programming."

We combine language learning and teaching communities with opportunities for involvement with public diplomacy initiatives. We accomplish this mission by designing and implementing programs at the precise point of intersection between the needs of the community and the goals of the Department.

In December, the RELO based in Manama, Bahrain, orchestrated training for 600 English teachers in Saudi Arabia by two experts from the United States. This formed part of a three-year project the embassy has with the Saudi Arabian Ministry of Education that brings American specialists to rural parts of the country to expose K-12 teachers and supervisors to new trends in English teaching. The project has allowed the mission to foster cultural understanding between Americans and Saudis that challenge stereotypes they may have about each other.

"Our English-language programs in the Kingdom of Saudi Arabia have created opportunities for the first-ever interactions between American trainers and rural Saudi educators," said Scott Chiverton, the RELO in Bahrain. "And these new encounters between representatives of the United States and leaders of very rural communities have helped the embassy to grow its cultural programs, which has really expanded understanding and appreciation."

In India, English is a source of empowerment for survivors of human trafficking and gender-based violence. The RELO in New Delhi conducted a six-month English Language and Leadership Program in which Americans, local specialists and exchange alumni worked with 30 participants. The project advanced women's leadership and empowerment through English-language learning, provided a platform for collaboration between nongovernmental organizations, and created a safe space for women's empowerment through education. | *Cont.* | ▼



Ingrid Naumann was an English language fellow in Jakarta in 2015-16. Naumann had a unique project based at the police academy teaching English to police officers. *State Department photo*



Blaire Hart was an English language fellow in Hyderabad, India, in 2015-16. Hart worked with the Access students who in this photo are performing a skit about Malala Yousafzai. *State Department photo*

The RELO in Astana is developing an online course, “English for Journalism,” in order to give locals the skills to conduct interviews and publish news stories in English. According to Timothy Collins, the RELO overseeing the project, “The skill and expertise of the OELP’s team in online learning is invaluable in creating a sound, engaging ‘English for Journalists’ course that will help Kazakhstani journalists develop skills that counter disinformation and violent extremism in Central Asia.”

An American professor at the University of Pennsylvania will teach the online portion of the course. Meanwhile, local teachers in Kazakhstan will supplement with complementary classroom instruction.

To complement the 25 RELOs overseas, a team of Civil and Foreign Service officers in Washington provides support to their individual efforts and also maintains a portfolio of global programming opportunities from which RELOs can draw. | *Cont.* | ▼

These programs include the English Access Microscholarship Program, an after-school English and life-skills program for disadvantaged students, primarily aged 13 to 25 years old; the English Language Fellow Program, a 10-month overseas exchange for U.S. English teaching professionals; and the English Language Specialist Program, a short-term exchange for U.S. English teaching experts with a specific skill set.

The office also offers a variety of online programming, such as American English E-Teacher, an online professional development community for foreign English teachers that includes instructor-led courses, massive open online courses and other classroom resources, as well as a vibrant social media presence that includes two Facebook pages with a combined community of 4 million people.

In addition, OELP develops an array of classroom materials and publishes a quarterly academic journal, English Teaching Forum, and maintains a website with thousands of free resources for English teachers.

OELP's global exchange programs are designed to work hand-in-glove with the projects that RELOs implement at post. For example, English-language specialists are the American experts in the RELO Manama teacher training program mentioned above. An English-language fellow led the efforts to carry out the combating human trafficking and gender-based violence English program designed by the RELO in New Delhi. This type of programming is unique, and it enriches the experience of both U.S. university partners and the English teaching field at large.

The same is true for online programming. The RELO Astana online English for Journalism program is an American English E-Teacher project that also includes in-person visits and online support from English-language specialists. The office's senior digital media strategist regularly collaborates with RELOs who seek guidance on combining their in-person programming with online efforts.

Demand for OELP programming far outstrips the office's capacity to deliver. In many parts of the world, regardless of Washington's relationship with the host government, English, it seems, remains the preferred means of accessing communities, institutions and ministries of education.

English presents incredible opportunities, both for eager students abroad and for the Department of State. For more information about the Office of English Language Programs, please write to americanenglish@state.gov.



As a key part of the National Teacher Training Project in China in 2014, English Language Specialist Jill Kester leads an in-service training covering a broad range of topics from educational policy and history to curriculum design and teaching techniques. *State Department photo*

John Mark King is a regional English language officer in the Office of English Language Programs, Bureau of Educational and Cultural Affairs.

2017 Foreign Service Promotions

by James Rider

One of the Bureau of Human Resources' (HR) most important responsibilities is the strategic selection and development of personnel. Throughout a Foreign Service career, the expectation is that officers and specialists will progressively assume greater responsibility, learn and exercise new skills, accept a variety of assignments that demonstrate a willingness and ability to lead and influence people, and manage programs and resources domestically and abroad.

HR recognizes the enormous amount of talent that exists within the Foreign Service and relies on the Foreign Service Selection Boards to recommend candidates for promotion who have demonstrated a capacity to succeed at the next level. The speed of promotion is far less important than the development of a career that includes broad experiences and interesting and diverse assignments across bureaus. Please keep that in mind as you review the promotion results. As the acting director general has stated in the past, employees should take advantage of time at grade to branch out and expand and enhance their skills in order to build a meaningful, satisfying and fulfilling career.

The goal of Foreign Service promotion planning is to balance the number of people and positions for every skill at each competitive grade. An average 3.5 percent annual attrition rate for generalists and 5.0 percent rate for specialists maintain this flow of talent. Promotion opportunities tend to increase when the workforce is expanding (position base is growing) and decrease when the workforce is contracting (position base is declining). HR uses a promotion model—a computer representation of the workforce that simulates the movement of employees through the FS career system—to ensure a regular and predictable flow of employees up the ranks by smoothing out peaks and valleys over multiple years. | *Cont.* | ▼

In 2017, the Office of Management and Budget's memorandum M-17-22, "Comprehensive Plan for Reforming the Federal Government and Reducing the Federal Civilian Workforce," mandated all agencies, including the Department of State, to reduce their overall workforce. The contraction in staffing reduced Foreign Service promotion levels.

Overall, in FY17 there were 1,183 officer and specialist selections for promotion out of 7,587 eligible candidates, for a promotion rate of 15.6 percent.

The overall generalist promotion rate decreased from 24.4 percent in FY16 to 17.9 percent in FY17. Generalist promotions into and within the Senior Foreign Service (SFS) were 11.2 percent, compared with 21.7 percent in FY16. Promotions into and within the midranks were 19.3 percent, compared with 25.0 percent in FY16.

The overall specialist promotion rate declined to 13.0 percent, compared with 15.6 percent in FY16. Specialist promotions into and within the SFS were lower at 10.8 percent, compared with 12.7 percent in FY16. Promotions into and within the midranks were 13.2 percent, compared with 15.8 percent in FY16.

The tables below show the number competed, number promoted, promotion rates, average time-in-class and average time-in-service for each competition group. [Additional tables](#) by gender, ethnicity and race are publicly available online. Historical [promotion tables](#) and additional details on [promotion planning](#) are available on the Department intranet.

■ *James Rider is a division chief in the Bureau of Human Resources (HR/RMA/WPA).*

FE-MC to FE-CM

Avg Time-in-Class of Competed				Avg Time-in-Class of Promotees			
Promotion Rate%				Avg Length of Service Competed			
Number Promoted				Avg Length of Service Promotees			
Number Completed							
1	0	0.0	8.7	0.0	32.3	0.0	Classwide Construction Engr
10	0	0.0	5.9	0.0	30.0	0.0	Classwide Consular
26	1	3.8	6.2	10.5	32.2	33.8	Classwide Economic
2	0	0.0	8.5	0.0	30.2	0.0	Classwide Info Tech Mgmt
28	1	3.6	6.3	5.5	30.9	29.8	Classwide Management
6	0	0.0	6.7	0.0	18.6	0.0	Classwide Medical Officer
43	2	4.7	6.0	5.5	32.0	28.5	Classwide Political
26	0	0.0	6.1	0.0	30.5	0.0	Classwide Public Diplomacy
1	0	0.0	6.5	0.0	29.2	0.0	Classwide Security Officer
143	4	2.8	6.2	6.7	30.8	30.1	Classwide Totals

Generalist
FE-OC to FE-MC

Avg Time-in-Class of Competed					Avg Time-in-Class of Promotees				
Promotion Rate%					Avg Length of Service Competed				
Number Promoted					Avg Length of Service Promotees				
Number Competed									
36	5	13.9	3.5	4.2	26.4	26.8	Consular		
52	5	9.6	3.5	3.5	26.6	26.3	Economic		
39	5	12.8	3.8	3.5	25.6	21.9	Management		
74	9	12.2	3.3	3.3	26.1	25.7	Political		
45	5	11.1	3.5	3.7	26.6	23.5	Public Diplomacy		
246	29	11.8	3.5	3.6	26.3	25.0	Functional Totals		

Generalist

FS-01 to FE-OC

Avg Time-in-Class of Competed

Promotion Rate%

Number Promoted

Number Competed

Avg Time-in-Class of Promotees

Avg Length of Service Competed

Avg Length of Service Promotees

45	10	22.2	6.2	6.6	22.4	22.1	Consular
78	6	7.7	6.9	7.2	24.0	21.2	Economic
41	8	19.5	6.2	6.6	21.4	20.9	Management
85	10	11.8	6.2	6.7	22.7	21.8	Political
51	9	17.6	7.0	5.5	21.1	17.7	Public Diplomacy
300	43	14.3	6.5	6.5	22.5	20.7	Functional Totals

Generalist
FS-02 to FS-01

Avg Time-in-Class of Competed							
Promotion Rate%				Avg Time-in-Class of Promotees			
Number Promoted				Avg Length of Service Competed			
Number Competed				Avg Length of Service Promotees			
247	35	14.2	5.8	6.2	15.0	14.9	Consular
293	15	5.1	6.0	5.6	15.3	13.9	Economic
190	29	15.3	4.9	5.2	13.9	14.1	Management
375	26	6.9	5.8	6.2	14.7	14.4	Political
244	25	10.2	4.7	4.9	13.7	13.7	Public Diplomacy
1,349	130	9.6	5.5	5.6	14.6	14.3	Functional Totals

Generalist
FS-03 to FS-02

Avg Time-in-Class of Competed							Avg Time-in-Class of Promotees	
Promotion Rate%							Avg Length of Service Competed	
Number Promoted							Avg Length of Service Promotees	
Number Competed								
266	33	12.4	4.3	4.7	9.6	9.8	Consular	
229	28	12.2	4.2	4.1	9.4	9.2	Economic	
132	36	27.3	4.1	3.8	9.5	9.3	Management	
200	43	21.5	3.7	4.0	8.9	9.0	Political	
205	49	23.9	4.0	4.0	9.4	9.1	Public Diplomacy	
1,032	189	18.3	4.1	4.1	9.3	9.3	Functional Totals	

Generalist
FS-04 to FS-03

Avg Time-in-Class of Competed							Avg Time-in-Class of Promotees	
Promotion Rate%							Avg Length of Service Competed	
Number Promoted							Avg Length of Service Promotees	
Number Competed								
179	35	19.6	4.4	4.9	5.7	6.1	Consular	
186	66	35.5	4.2	4.4	5.5	5.8	Economic	
154	51	33.1	4.5	4.9	5.5	6.1	Management	
191	87	45.5	3.9	4.3	5.4	5.8	Political	
194	77	39.7	4.4	4.8	5.7	6.2	Public Diplomacy	
904	316	35.0	4.3	4.6	5.6	6.0	Functional Totals	

Specialist
FE-OC to FE-MC

Avg Time-in-Class of Competed				Avg Time-in-Class of Promotees			
Promotion Rate%				Avg Length of Service Competed			
Number Promoted				Avg Length of Service Promotees			
Number Competed							
6	1	16.7	4.4	4.4	21.6	23.2	Construction Engr
2	0	0.0	9.1	0.0	28.0	0.0	Diplomatic Courier
1	0	0.0	4.4	0.0	25.0	0.0	English Lang PGMS
2	0	0.0	2.7	0.0	24.4	0.0	Finance
1	0	0.0	3.2	0.0	38.3	0.0	General Services
15	1	6.7	5.2	2.2	28.6	29.3	Info Tech Mgmt
4	2	50.0	2.7	2.2	13.0	12.0	Medical officer
1	0	0.0	8.7	0.0	32.8	0.0	Medical Provider
2	1	50.0	2.2	2.2	9.0	9.1	Psychiatrist
38	1	2.6	4.3	6.5	28.3	29.2	Security Officer
72	6	8.3	4.5	3.3	26.5	19.1	FUNCTIONAL TOTALS

Specialist
FS-01 to FE-0C

Avg Time-in-Class of Completed									
Promotion Rate%					Avg Time-in-Class of Promotees				
Number Promoted					Avg Length of Service Completed				
Number Completed					Avg Length of Service Promotees				
	7	2	28.6	8.0	9.2	17.5	18.8	Construction Engr	
	1	0	0.0	4.7	0.0	25.8	0.0	Diplomatic Courier	
	7	1	14.3	6.4	6.7	20.9	21.3	Facilities Mgmt	
	12	0	0.0	7.4	0.0	20.0	0.0	Finance	
	6	0	0.0	6.7	0.0	23.8	0.0	General Services	
	6	0	0.0	9.7	0.0	26.1	0.0	Human Resources	
	27	2	7.4	5.9	4.7	25.6	24.6	Info Tech Mgmt	
	13	2	15.4	6.2	7.5	6.5	7.8	Medical Officer	
	6	1	16.7	5.2	2.7	18.9	13.8	Medical Provider	
	3	1	33.3	6.7	5.0	7.0	5.3	Psychiatrist	
	3	0	0.0	5.7	0.0	14.9	0.0	Public Engagement	
	10	2	20.0	7.3	10.2	23.6	23.1	Security Engineer	
	57	9	15.8	5.4	6.7	22.0	21.6	Security Officer	
	158	20	12.7	6.2	6.9	20.7	19.1	FUNCTIONAL TOTALS	

Specialist
FS-02 to FS-01

Avg Time-in-Class of Competed				Avg Time-in-Class of Promotees			
Promotion Rate%						Avg Length of Service Promotees	
Number Promoted						Avg Length of Service Competed	
Number Competed							
10	5	50.0	4.2	3.5	11.2	10.4	Construction Engr
5	1	20.0	6.7	4.7	20.2	18.4	Diplomatic Courier
14	1	7.1	5.5	6.7	10.2	11.5	English Lang Pgms
21	6	28.6	3.5	4.0	13.3	12.8	Facilities Mgmt
58	4	6.9	6.2	9.2	11.2	13.7	Finance
40	3	7.5	5.1	7.4	17.8	15.6	General Services
24	6	25.0	4.9	6.5	14.7	15.6	Human Resources
161	8	5.0	6.9	8.1	19.7	19.1	Info Tech Mgmt
26	3	11.5	5.5	7.4	12.0	13.5	Medical Provider
12	1	8.3	4.8	4.7	9.5	8.0	Public Engagement
85	4	4.7	6.7	5.5	14.9	14.5	Security Engineer
299	24	8.0	6.2	8.0	17.3	17.6	Security Officer
755	66	8.7	6.2	6.9	16.4	15.7	FUNCTIONAL TOTALS

Specialist

FS03 TO FS02

2017 FS Promotion Statistics

Avg Time-in-Class of Completed							
Promotion Rate%				Avg Time-in-Class of Promotees			
Number Promoted				Avg Length of Service Completed			
Number Completed				Avg Length of Service Promotees			
7	3	42.9	3.4	4.0	7.1	8.0	Construction Engr
7	2	28.6	6.4	9.2	14.0	14.4	Diplomatic Courier
8	2	25.0	3.4	4.1	3.7	4.5	English Lang PGMS
71	8	11.3	4.8	5.1	9.4	9.2	Facilities Mgmt
18	8	44.4	3.9	3.6	4.7	3.4	Finance
75	8	10.7	5.3	4.7	10.8	8.6	General Services
21	9	42.9	3.7	3.0	9.3	8.2	Human Resources
279	25	9.0	6.5	7.1	14.5	14.3	Info Mgmt
49	5	10.2	6.4	4.5	12.1	9.3	Info Mgmt Tech
2	0	0.0	5.7	0.0	9.1	0.0	Medical Laboratory Scientist
26	7	26.9	5.6	6.7	5.9	7.0	Medical Provider
40	2	5.0	5.5	6.2	23.7	23.6	Office Mgmt
3	1	33.3	3.5	3.8	3.9	4.2	Public Engagement
21	8	38.1	3.4	3.5	7.4	7.5	Security Engineer
603	41	6.8	6.0	8.8	11.8	14.2	Security Officer
50	0	0.0	7.0	0.0	14.6	0.0	Security Technician
1,280	129	10.1	5.9	6.4	12.3	11.3	FUNCTIONAL TOTALS

Specialist
FS-04 to FS-03

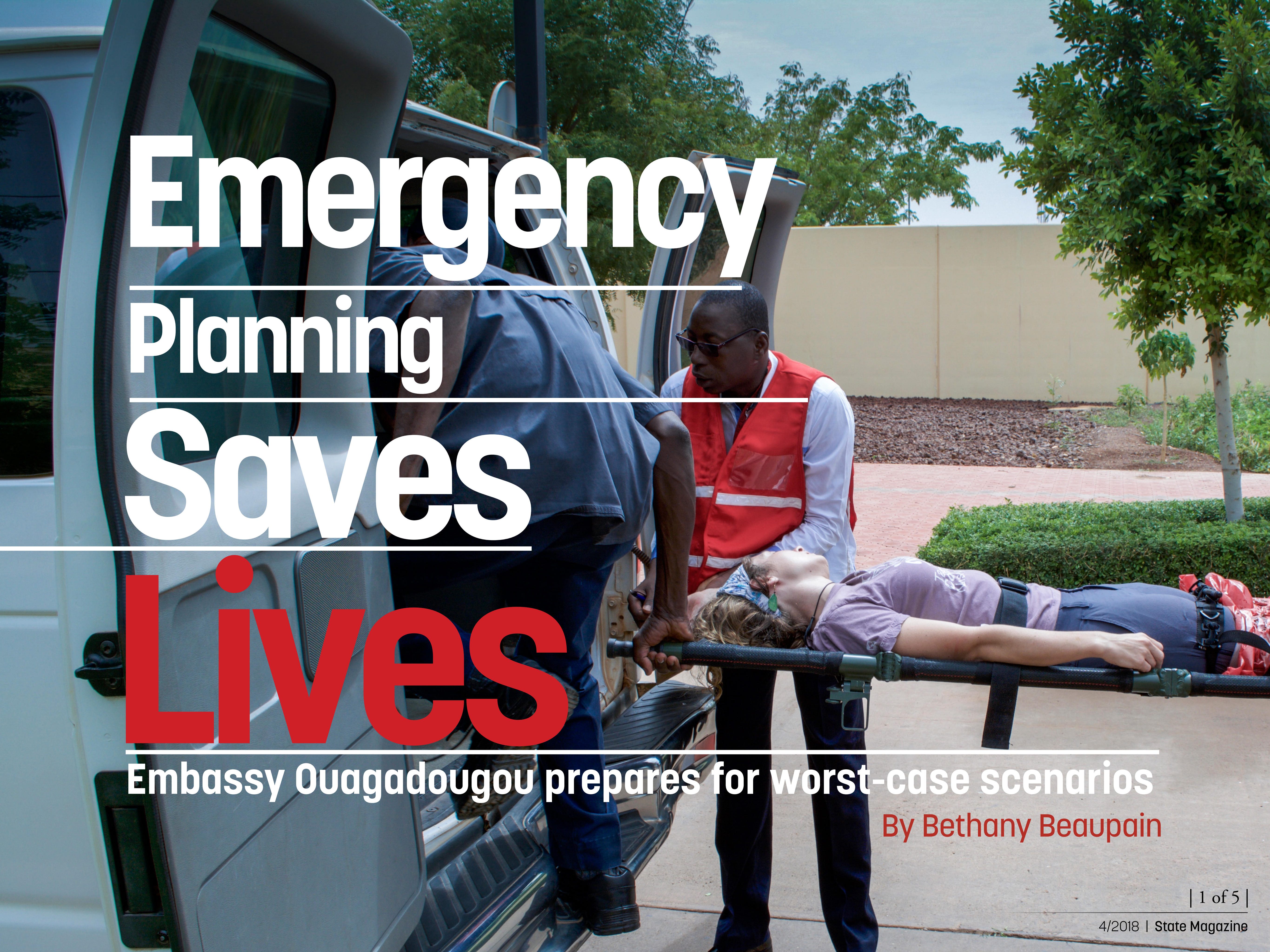
Avg Time-in-Class of Completed												
Promotion Rate%					Avg Time-in-Class of Promotees							
Number Promoted					Avg Length of Service Completed							
Number Completed					Avg Length of Service Promotees							
	50	3	6.0	6.3	6.1	10.1	12.6	Diplomatic Courier				
	50	14	28.0	2.6	3.2	3.0	3.5	Facilities Mgmt				
	27	12	44.4	4.4	3.8	6.8	8.2	General Services				
	13	5	38.5	4.0	4.6	6.8	6.3	Human Resources				
	223	46	20.6	4.5	6.0	6.5	8.0	Info Mgmt				
	31	10	32.3	3.4	4.8	5.3	6.7	Info Mgmt Tech				
	124	2	1.6	4.8	5.7	17.3	15.3	Office Mgmt				
	17	7	41.2	2.4	2.2	5.0	5.1	Security Engineer				
	328	93	28.4	3.1	3.8	6.0	6.7	Security Officer				
	52	6	11.5	6.0	7.6	8.9	10.5	Security Technician				
	915	198	21.6	4.0	4.4	7.9	7.1	FUNCTIONAL TOTALS				

Specialist
FS-05 to FS-04

Avg Time-in-Class of Competed				Avg Time-in-Class of Promotees			
Promotion Rate%				Avg Length of Service Competed			
Number Promoted				Avg Length of Service Promotees			
Number Completed				Office Mgmt			
226	18	8.0	4.6	5.9	11.4	12.9	FUNCTIONAL TOTALS
226	18	8.0	4.6	5.9	11.4	12.9	

Specialist
FS-06 to FS-05

Avg Time-in-Class of Competed				Avg Time-in-Class of Promotees			
Promotion Rate%				Avg Length of Service Competed			
Number Promoted				Avg Length of Service Promotees			
Number Competed				Office Mgmt			
207	35	16.9	4.2	4.6	6.1	6.5	FUNCTIONAL TOTALS
207	35	16.9	4.2	4.6	6.1	6.5	



Emergency Planning Saves Lives

Embassy Ouagadougou prepares for worst-case scenarios

By Bethany Beaupain

Opening Photo: Bethany Beaupain is lifted into a makeshift ambulance for transportation to a local hospital during an exercise. *Photo by Janet Tabor*

A colleague stumbled across the broiling parking lot, hand cupped over his abdomen, shielding what appeared to be eviscerated entrails. Somewhere to my right, a woman called for help. “I can’t see!” she yelled. I was on my back trying to look down at my legs, but all I could see was a blur of red. “Double amputee over here!” someone shouted.

People came running toward me, rolled me onto a stretcher, and carried me into the embassy’s main atrium. There I was relieved to find the air conditioning fully functioning. Sahel temperatures make an asphalt bed especially uncomfortable during mass casualty exercises, especially when one has sweaty red plastic bags taped over one’s lower extremities to simulate the kind of massive injury that could result from an explosion. In the room around me, first responders and medical staff clustered around a handful of simulated victims, and doctors visiting from military liaisons in Burkina Faso hurried between stations, offering suggestions. Looking on with interest were four Burkinabe doctors from l’Hôpital National Blaise Compaore, the primary hospital in Ouagadougou.

There is good reason for the local interest in American emergency preparation. Burkina Faso borders Mali, Côte d’Ivoire and Niger, where incidents of violent extremism have become increasingly common. Despite this regional turmoil, the nation largely maintained stability during the long rule of Blaise Compaore, from 1987 to 2014. However, in the past few years since Compaore was deposed and a new, but fragile, democratically elected leadership installed, Burkina Faso has begun to experience incidents of political violence and terrorism with increased frequency.

Last month, on March 2, terrorists attacked the French embassy in Ouagadougou and the Burkinabe General Chief of Staff headquarters. Eight Burkinabe soldiers and all



Residential Security Coordinator Daouda Ouedraogo shows embassy children how to use home security alarms during “Superhero Safety Day” organized by the Community Liaison Office.

Photo by Mary Wozniak

eight terrorists were killed. At least 80 people, including civilians, were wounded. In August 2017, gunmen opened fire on a popular downtown restaurant, killing 19 people from eight countries, including a teacher from the U.S.-supported International School of Ouagadougou (ISO). And previously, the community had suffered terrorist attacks at a hotel and restaurant in January 2016 where 30 people were killed; an attempted coup against the transitional government; the popular uprising to depose Compaore; and a plane crash in which 116 people died. In these earlier events, Embassy Ouagadougou was actively involved in emergency assistance, providing support and helping to coordinate local police and military forces. With increasing frequency, the embassy has devoted time and energy to training its staff and other stakeholders in crisis response techniques, such as the simulation in which I participated.

Back in the embassy atrium, I was trundled out the door again and loaded into the back of a converted General Services Office vehicle along with Colin, an American medic, and Elaine Ouedraogo, a locally employed nurse who is also an American citizen. | *Cont.* | ▼

Blaise Compaore Hospital had been informed of the exercise ahead of time, and our driver called ahead to notify the staff there that we were on our way. Colin showed Ouedraogo how to fashion a special splint for my imaginary broken pelvis out of a standard splint and a tourniquet, and to my relief, he volunteered as a patient while she demonstrated her skills at administering an external jugular vein cannulation—stabbing him in the jugular vein—while in a moving vehicle.

The mass-casualty drill was just one piece of a series of exercises that Embassy Ouagadougou has undertaken in recent months in order to hone emergency response plans and sharpen the skills of American and Burkinabe staff. The embassy's medical unit recruited and trained first responders and 150 mission personnel in basic MARCH response, a triage protocol that prioritizes massive hemorrhaging, airway clearance, establishing respiration and circulation, and preventing hypothermia. The team also held medical first responder training for 12 staff members. Management ran full accountability drills and studied which communication method was best to contact embassy personnel in case of an emergency. The Regional Security Office (RSO), in conjunction with FSI, organized a broad Crisis Management Exercise, during which participants rehearsed responses to events including an Ebola outbreak, a fire alarm within the chancery and multiple reports of gunfire in Ouagadougou. RSO trained 330 members on comprehensive emergency preparedness, which included modules in planning, reacting to active shooters, personnel recovery, fire as a weapon, IED awareness and MARCH training. The public affairs section created a Social Media Crisis Communication Plan and, working with consular affairs and RSO, posted an emergency preparedness page for U.S. citizens on the embassy's website and social media platforms. Department of Defense colleagues hosted a military exercise called "Epic Guardian," in which members from post held daily mock Emergency Action Committee meetings to assess readiness to respond to area emergencies, and worked with military and local law



A Marine security guard responds to a threat during a simulated attack on the embassy.

Photo by Janet Tabor

enforcement to play out scenarios based on real-life incidents.

Embassy Ouagadougou's emergency planning has extended beyond its own gates. It has reached out to other agencies and partners for information and skills, and shared that training and coordination with local partners in the medical and law enforcement communities, as well as other embassies, nongovernmental organizations and local schools. For example, the director of the ISO, medical staff from National Hospital Blaise Compaore and representatives from the National Police and Gendarmerie were invited to attend the tabletop crisis management exercise. The medical staff from the local hospital also came to observe the mass casualty event and helped support the practice evacuation of me as "victim" to the hospital. Embassy Ouagadougou is also making investments in helping security forces respond to terrorist attacks. "The Special Intervention Unit from the Gendarmerie that responded within 20 minutes of the Aug. 13 attack on the Istanbul Café in Ouagadougou had received multiple trainings on this exact scenario from U.S. forces in the months prior to the attack," noted Ambassador Andrew Young. | *Cont.* | ▼

| *Cont.* | ▼



Crisis management exercises reinforce Embassy Ouagadougou's "One Team, One Mission" spirit, where everyone plays a role in keeping the community safe.

Photo by Janet Tabor

As part of the ongoing effort to improve disaster response capacity, the embassy's Foreign Service Medical Provider and representatives from the Centers for Disease Control and Prevention (CDC) worked with Blaise Compaore hospital, as well as medical counterparts from other embassies and Department of Defense medical teams to train local hospital staff. CDC also works on initiatives with the Burkina Faso Ministry of Health to strengthen its capacity to detect and respond to infectious disease threats—either natural or man-made. “Such local trainings are an effective mechanism to strengthen the relationship between post and the area trauma facilities while advancing on-the-ground support and care for Americans abroad,” said Sarah Cummings, an embassy health-unit medical provider. “Developing these important relationships will empower Burkinabe medical providers and enable strong partnerships with the community in the face of terrorist attacks and political instability.”

The embassy's political section and RSO have helped provide training to local law enforcement and security forces via the Bureau of International Narcotics and Law Enforcement Affairs, the Bureau of Counterterrorism and Diplomatic Security's Anti-Terrorism Assistance Training (ATA). Through ATA, RSO is also implementing a Special Program for Embassy Augmentation and Response team of Burkinabe law enforcement personnel who will help the country respond quickly to emergencies and be better equipped to provide security to the embassy. This is in addition to multiple other counterterrorism outreach and training initiatives by USAID, the European Union, the United Nations, U.S. Africa Command and others working with Burkina Faso to help combat terrorism and respond to emergency situations. Assistance programs will be ramped up in the near future in preparation for the G5 Sahel Joint Force Operations.

Emergency preparations have spanned not just nationality and organization, but generations as well. Just before the beginning of the school year, the community liaison office coordinator and RSO sponsored a “Superhero Safety Day” where children of embassy employees were trained on preparedness and safety, just before the beginning of school. They relished the chance to watch—and for some, practice with—a real fire extinguisher,

and were encouraged to talk about emergency plans and “go bags” with their families. More recently, embassy children had the chance to practice wriggling out of headlocks and learning about danger awareness as part of a special child-focused session conducted by visiting survival, evasion, resistance and escape specialists.

Following embassy efforts, other organizations have also initiated emergency preparations, with the Burkinabe government holding practice exercises and simulated terrorist attacks in the city, and staff from other foreign embassies reaching out to find out more about working with local hospitals to ensure effective emergency care.

The emergency management exercises have paid off. During the recent March 2 attacks, embassy staff, community members and partners sprang into action, drawing on the skills and techniques they had refined during training to ensure the safety of the embassy community and assist local partners in managing the crisis. Thankfully, no member of the embassy community was hurt. In the aftermath of the attack, the embassy has been working with the Burkinabe government to investigate the attacks and adapt security measures. “With attacks occurring in places as far removed as San Bernardino, Paris, Istanbul, Bali and Ouagadougou, crisis planning significantly improves response capabilities,” said Ambassador Young. “With planning comes increased confidence when disasters occur that, in turn, enables us to continue our essential work that will ultimately defeat terrorists and re-establish strong, resilient communities.”

Embassy Ouagadougou continues to hone its emergency preparedness programs and coordinate training and outreach, with a view toward protecting staff and supporting Burkina Faso as it reinforces its determination to combat terrorism and prepare for emergencies. Young, whose previous assignments were marked by multiple terrorist attacks, has been a keen advocate for this investment in preparation. “In these troubled times where attacks have occurred across the globe without regard to traditional notions of ‘safe areas,’ we all have a measure of responsibility for our own security,” he said.

■ *Bethany Beaupain, a family member at Embassy Ouagadougou, is a communications professional.*

Heritage Not for Sale

How Embassy Beirut helped Lebanon reclaim an ancient artifact

By Kristin Smith



Key players in the repatriation efforts, including Assistant District Attorney Matthew Bogdanos (second from left), the minister of culture (third from left), Ambassador Elizabeth Richard (fifth from left), the director of the Lebanese National Museum (sixth from left), the director general of antiquities (second from right) and the director of recoveries for the Art and Loss Register (far right) gather in front of the repatriated artifacts.

Photo courtesy of Embassy Beirut

Trafficking of antiquities and cultural property not only destroys cultural heritage but serves as a gold mine for criminal and terrorist networks that sell valuable artifacts, or fraudulent reproductions, to fund other illegal activities. Lebanon stands at a crossroads, serving as both a rich source of historical items and a conduit through which the region's most notorious criminal and terrorist organizations traffic in cultural treasures to world markets in Europe and North America. To tackle this issue, the government of Lebanon reached out to the U.S. Embassy in Lebanon for assistance from law enforcement and legal experts to resolve cases of artifacts discovered on display or for sale outside of the scope of Lebanese law. | *Cont.* | ▼

In December 2016, the Ministry of Culture (MoC) asked U.S. Ambassador to Lebanon Elizabeth Richard to assist in the recovery of an ancient Phoenician Bull's Head, valued at \$2 million by Christie's Auction House, on display at the Metropolitan Museum of Art (Met) in New York City. The Met's director, whose staff had noticed the artifact in the Greek collection and found it to be oddly out of place, alerted the MoC. In need of more information and confirmation of the item's origin and ownership, the Met turned to the Art Loss Register, an international database on lost and stolen art, antiquities and collectibles. The Met was able to identify the Bull's Head as the likely property of the Lebanese government. But how to get it back?

After receiving the MoC's request, Embassy Beirut enlisted the expertise of its FBI colleagues to set in motion a return plan. Instrumental in the case was New York Assistant District Attorney Matthew Bogdanos, whose work to repatriate items looted from the National Museum in Baghdad in 2003 made him no stranger to the intricacies of returning cultural properties to their rightful homes.

At the National Museum of Lebanon's repatriation ceremony, Feb. 2, for the Bull's Head and four other artifacts originally from the Temple of Eschmun in South Lebanon, Ambassador Richard applauded the dedication of Lebanese officials and national security forces in facilitating the successful return of these and other antiquities. She also highlighted Lebanon's determination to return artifacts from other countries that are found on Lebanese soil. "I know that it's been a tireless effort over the years for Lebanese ministry officials, Directorate of Antiquities officials, but also the security services: the police, the army, the other security and border services, as they have found items coming from Syria, from Iraq, from other places, and confiscated these, kept them in safekeeping and managed in a number of cases to send them home to where they belong," the ambassador reflected. "It is the least we can do for Lebanon, to help return to you what is rightfully yours." She emphasized the work of individuals like Maurice Chehab. The head curator of Lebanon's National Museum during the 1975–90 civil war, Chehab hid and protected many artifacts when the museum was occupied by snipers and endured shelling and bombing throughout the conflict.

Cooperation between Washington and Beirut to recover cultural heritage property is the key to staying ahead of criminal networks. Minister of Culture Ghattas Khouury said that Lebanon will never accept the loss of its cultural heritage. "We will put every resource that we have to recover any piece wherever it is. Our heritage is not for sale."

The story of the Bull's Head has renewed interest in cultural property in Lebanon, with journalists writing about antiquities trafficking and a resurgent interest in cultural heritage and its links to national identity. In the months preceding the Bull's Head's return, Lebanese newspapers highlighted U.S. involvement in repatriation efforts.

The Bull's Head case is a prime example of cultural diplomacy's role in developing a key bilateral relationship. Particularly in a country where the state's ability to protect its people, property and borders is often called into question, this case represents a major government victory and underscores the Lebanese government's ability to advocate on behalf of its people, and its heritage.

■ *Kristin Smith is a cultural affairs officer at Embassy Beirut.*

LAHORE

Punjab Province sits at the crossroads of Pakistan's relations with its neighbors

By Maryum Saifee

Badshahi Mosque is located west of Lahore Fort along the outskirts of the Walled City of Lahore, and is widely considered to be one of Lahore's most iconic landmarks.

Photo by Wasif Malik



Founded as far back as the early second century, Lahore's multilayered history is visible through its archaeological treasures, architectural monuments and thriving arts and music scene. Hindus, Sikh Rajputs, Central Asian Mongols, Mughals and eventually the British left their mark on a city that is widely regarded as the cultural hub of the subcontinent. Lahoris are so proud of their city that they have a slogan: "Lahore, Lahore Aye," which literally translates into "Lahore is Lahore." Essentially, Lahore is in a class of its own, a city with no comparison.

Lahore has many jewels, and none shine brighter than Wazir Khan Mosque. In partnership with the Agha Khan Cultural Trust, the U.S. Ambassador's Fund for Cultural Preservation invested \$1.2 million to restore the commercial section of the mosque complex. One of the most fascinating areas of focus emerging in Lahore is the intersection of cultural preservation and economic growth. The Walled City of Lahore Authority, responsible for revitalizing the Old City, has plans to restore old havelis (palaces) and convert them into guesthouses and



English Access Microscholarship Program students from Sargodha visit the Lahore Lincoln Corner.

Photo by Maryum Saifee

Masjid Wazir Khan is one of the most elaborately decorated mosques in the world.

Photo by Waqas Mustafeez





Rabia Qadir, an International Visitors Leadership Program alumna, organizes a basketball camp for young girls in Lahore. Photo by Mehreen Tanwiri

restaurants to create jobs and tourism infrastructure for the city. The income generated from these types of public-private partnerships can then be funneled back into funding more preservation initiatives. Lahore's tourism sector is still developing and presents opportunities for creative partnerships and programming.

Rudyard Kipling's classic novel "Kim" opens with a scene of the copper cannon, Zamzama, which you can still see today outside the Lahore Museum, home of the "Fasting Buddha." The Lahore of Kipling's imagination—his father, John Lockwood Kipling, served as curator of the old Lahore Museum—inspired literary figures from around the world to visit, including his contemporary, Mark Twain. Keeping with this long-standing tradition, the annual Lahore Literary Festival has attracted world-class authors and artists like Teju Cole, Sharmeen Obaid Chinoy and Mohsin Hamid. Pakistan has one of the world's largest and most dynamic alumni communities of U.S. government exchange programs—more than 25,000 strong, many of whom are leading the city's cultural efforts.

Punjab is the most populous and prosperous province in Pakistan. Home to more than 110 million people, Punjab would rank as the 12th most populous country in the world, just behind Japan. The province has a thriving economy and some of the most prestigious academic institutions in the country, particularly in areas of technology, fine arts and business. The U.S. Consulate General in Lahore launched an exchange program two years ago linking the Punjab Information Technology Board's (PITB) incubator Plan 9 with municipal-level counterparts in Austin, Texas. As a result of these in-depth interactions, Austin-based 1839 Ventures announced its intention to set up a \$20 million venture fund to support Pakistani tech entrepreneurs. Building on this momentum, the consulate is looking to organize more of these exchanges to encourage similarly successful partnerships. | *Cont.* | ▼



Consul General Elizabeth Kennedy Trudeau visits Shahi Hamam in Lahore's Old City.

Photo by Maryum Saifee



Trudeau visits the village of Jalpana for a warm Punjabi welcome.

Photo by Sonia Fawad

Sharing borders with Iran, Afghanistan, China and India, Pakistan is centrally located and critically important to regional stability, and Punjab resides at the crossroads of the country's relations with its neighbors. Unlike an apocryphal account of Lahore's first U.S. Consul General in the late 1940s, which claimed that he "worked in the morning and then had two or three pink gins for lunch and spent the afternoon bargaining for carpets and other similar activities," keeping up with the pace of events today requires full-time effort.

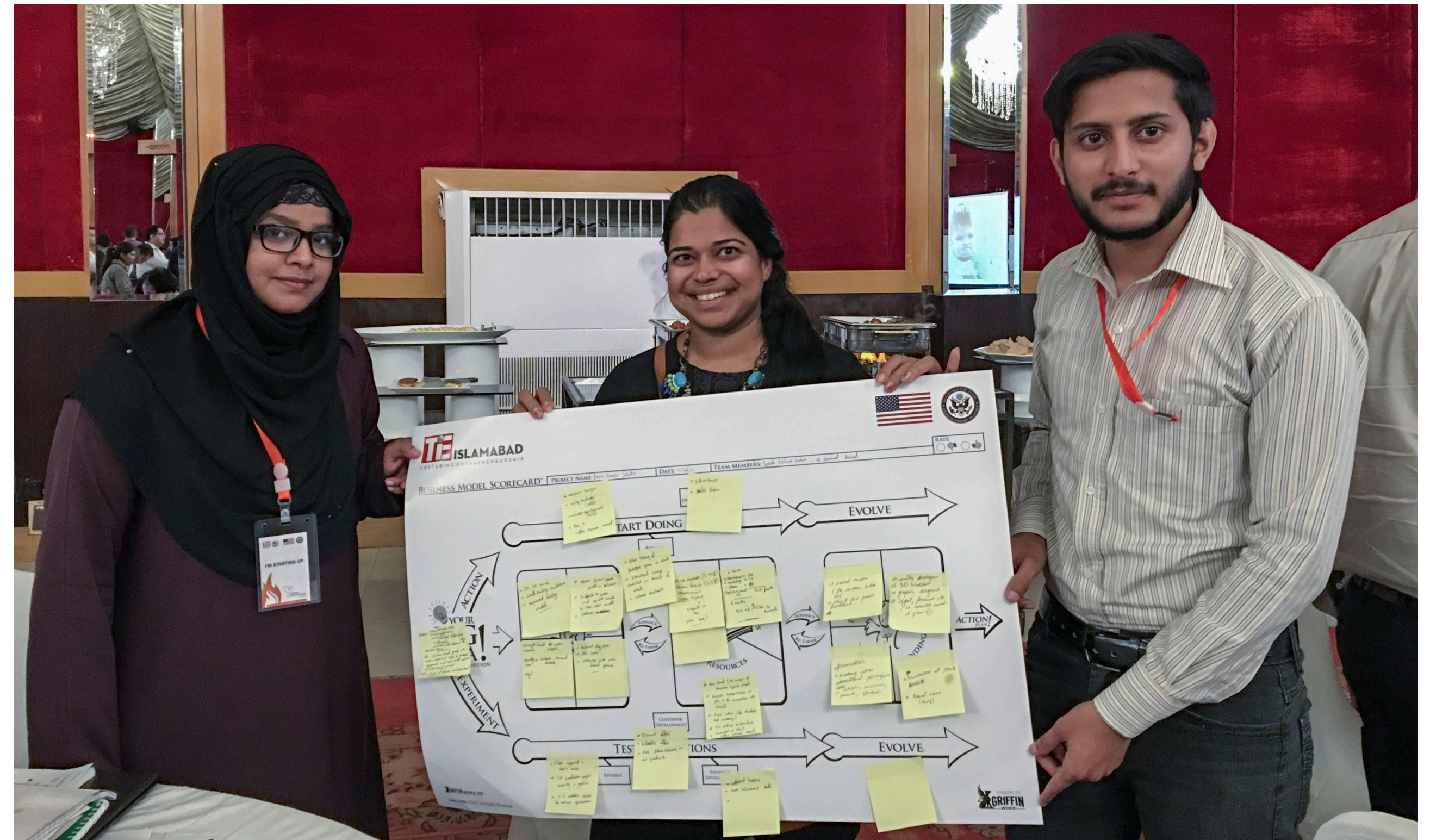
Due to its size and economic importance, Punjab is at the epicenter of Pakistani politics, making reporting opportunities abundant. National elections scheduled for 2018 are set to mark a historic second consecutive democratic transition for the 70-year-old country, and Punjab's "vote bank" will have an outsized impact on the result. With its fast-paced politics, Lahore makes for an exciting reporting post. | *Cont.* | ▼

Punjab is the breadbasket of Pakistan, and the agricultural sector is an important driver of the economy. USAID has a range of initiatives in the province, partnering with local organizations to improve agricultural productivity, boost private sector development and create more opportunities for foreign investment. The technology sector is also thriving with an entrepreneurial workforce and a plethora of opportunities for coordination with U.S. businesses and organizations. Additionally, many multinational U.S. businesses are headquartered in Punjab, making Lahore a dynamic commerce-focused post.

Like other priority-staffing consulates, Lahore is “expeditionary” and best suited for those who are flexible, resilient and able to maintain a healthy sense of humor. Despite some restrictions on mobility, morale is high and there are many opportunities within the scope of official duties to experience the city. And, given the post’s small team, you don’t experience the lanes and silos sometimes found at larger posts. When the consular officer is on leave, the economic officer covers. In order to collaborate with colleagues at USAID, one simply walks a few steps down the hall to brainstorm. Management professionals have the chance to take part in outreach activities. As a result, strong interagency camaraderie and collaboration are the rule, not the exception. By far, the best part of this posting is the fantastic locally employed staff. They are some of the brightest, most dynamic and passionate professionals you will ever encounter.

One of the most challenging parts of a tour in Lahore is its brevity. It is only a one-year tour by default, which means high turnover and an extremely steep learning curve. Three current officers have, however, opted for two-year assignments, and one of those officers also served in Islamabad several years ago. Pakistan is alluring. And it’s not surprising so many of our Foreign Service colleagues have opted to return for subsequent tours. A complex place with a deep history and dynamic political scene, Pakistan has much to offer, but Lahore is something else, or as locals say, “Lahore, Lahore Aye.”

■ *Maryum Saiffee is deputy public affairs officer at Consulate General Lahore.*



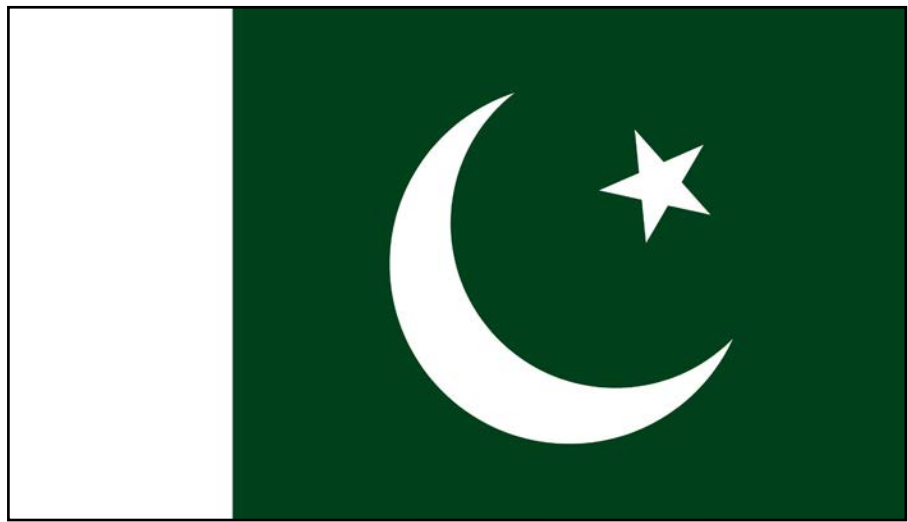
Deputy Public Affairs Officer Maryum Saiffee poses with young entrepreneurs at Startup Cup Lahore.
Photo by Sultan Qureshi



Trudeau visits the Wazir Khan Mosque.
Photo by Sonia Fawad

At a Glance

Pakistan



Capital:
Islamabad

Government Type:
federal parliamentary republic

Area:
1,964,375 sq km

Population:
204,924,861 (July 2017 est.)

Major urban areas:
Karachi 16.618 million; Lahore 8.741 million; Faisalabad 3.567 million; Rawalpindi 2.506 million; Multan 1.921 million; Islamabad (capital) 1.365 million (2015)

Languages:
Punjabi 48%, Sindhi 12%, Saraiki (a Punjabi variant) 10%, Pashto (alternate name, Pashtu) 8%, Urdu (official) 8%, Balochi 3%, Hindko 2%, Brahui 1%, English (official; lingua franca of Pakistani elite and most government ministries), Burushaski, and other 8%

Ethnic groups:
Punjabi 44.7%, Pashtun (Pathan) 15.4%, Sindhi 14.1%, Sariaki 8.4%, Muhajirs 7.6%, Balochi 3.6%, other 6.3%

Religions:
Muslim (official) 96.4% (Sunni 85-90%, Shia 10-15%), other (includes Christian and Hindu) 3.6% (2010 est.)



Map produced by the Office of the Geographer and Global Issues

Exports (commodities):
textiles (garments, bed linen, cotton cloth, yarn), rice, leather goods, sporting goods, chemicals, manufactures, surgical instruments, carpets and rugs

Export partners:
US 16.3%, China 7.6%, UK 7.4%, Afghanistan 6.5%, Germany 5.7% (2016)

Imports (commodities):
petroleum, petroleum products, machinery, plastics, transportation equipment, edible oils, paper and paperboard, iron and steel, tea

Import partners: China 29.1%, UAE 13.2%, Indonesia 4.4%, US 4.3%, Japan 4.2% (2016)

Currency:
Pakistani rupees

Internet country code: .pk

* The CIA World Factbook

Diplomatic Training Ground

ECA affords U.S. students essential international perspective

By Rebecca Gailey and Anna Du

When Cody Klock stepped off the plane in South Korea in 2010 to begin the Critical Language Scholarship (CLS) program, she had no idea she was starting a journey that would lead her into federal service. “It was the most challenging thing I had ever done, but probably the best,” said Klock. “Everything that has happened to me afterward has been because of the Critical Language Scholarship.” Eight years later, Klock is now a member of the Civil Service and a country officer for children’s issues in the Bureau of Consular Affairs, where she uses her language skills and cultural knowledge to help international parental child abduction cases involving South Korea and five other East Asian and Pacific countries. She is one of many American alumni of Department of State exchanges who are bringing the skills they acquired overseas back to the Department to help advance U.S. foreign policy.

Every year, more than 3,500 American students study overseas on two programs administered by the USA Study Abroad branch in the Bureau of Educational and Cultural Affairs. CLS provides full scholarships to approximately 550 American undergraduate and graduate students each summer to attend intensive language institutes overseas in 14 foreign languages that are critical to U.S. national security. Klock leveraged the skills she gained during the program to, first, secure an internship on the Korea desk and, ultimately, convert into a full-time Civil Service role serving U.S. national interests.

The USA Study Abroad branch also administers the Benjamin A. Gilman International Scholarship Program, which targets students traditionally underrepresented in study abroad programs by offering scholarships for credit-bearing study or internships abroad to U.S. | *Cont.* | ▼



Cody Klock, a former critical language scholar, stands beneath colorful lanterns celebrating Buddha's birthday at Gaeshimsa Temple, near Seosan, South Korea, in 2010.

Photo courtesy of Cody Klock

undergraduate recipients of Pell grants, a federal grant to assist low-income students to finance their higher education. Every year, approximately 3,000 Gilman scholars travel to diverse countries around the world, gaining 21st-century workplace skills and sharing American culture overseas.

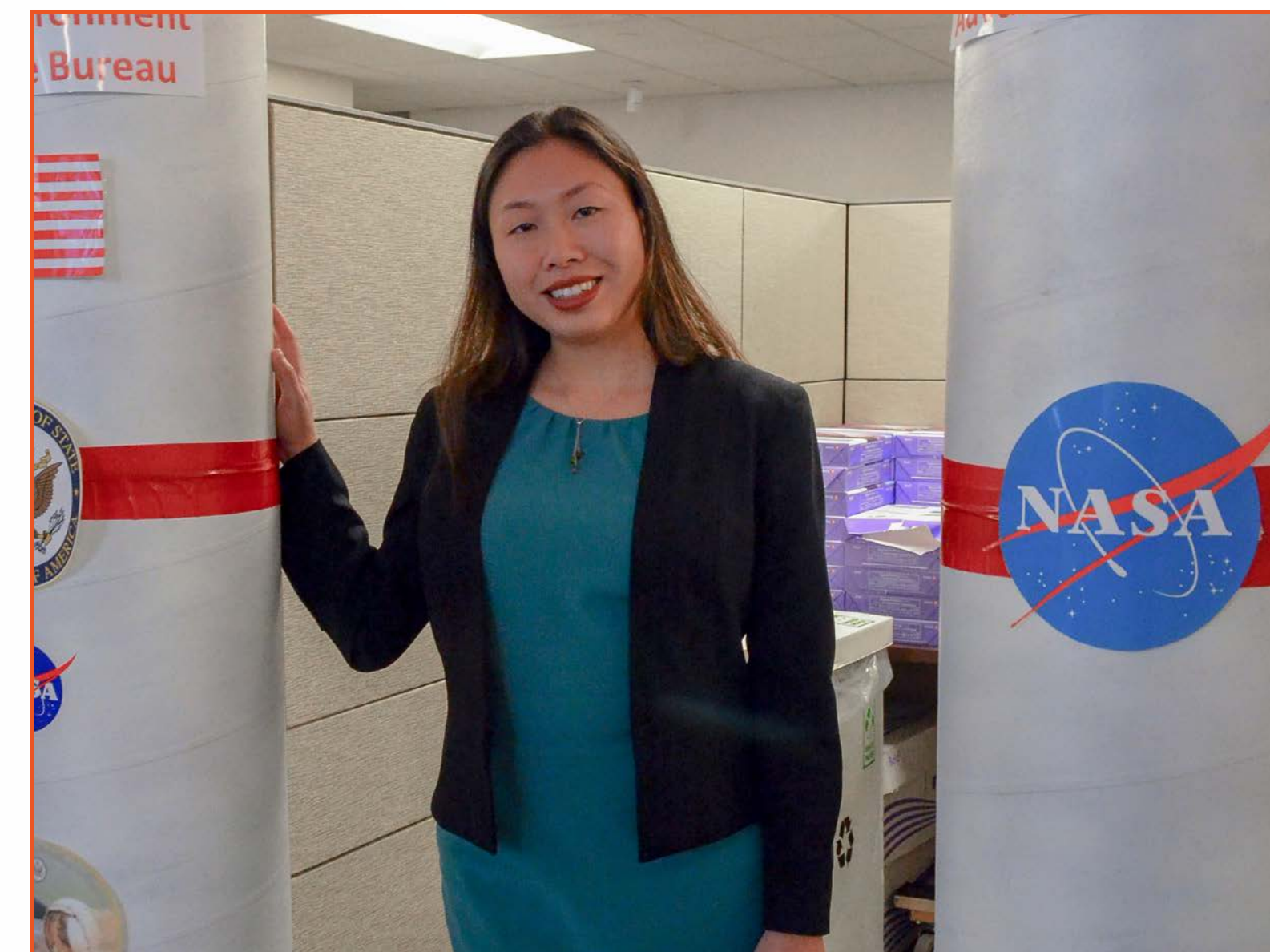
According to Stephanie Wan, a 2006 Gilman scholar in Beijing, study abroad programs like Gilman and CLS are essential because they give participants the international perspective they need to work effectively in today's multicultural world. "[An international perspective] is especially helpful in national security because you are able to understand the perspectives of various stakeholders and their needs," Wan said. "It's easier to form compromises and cooperate on opportunities when you understand what the other party values." Wan should know. After her time abroad, she began a career in space diplomacy as a contractor working with NASA and other federal agencies. She is currently assigned to the Department's Office of Space and Advanced Technology, where she works on Global Positioning System and Global Navigation Satellite System cooperation and fostering U.S. and Asia-Pacific cooperation in space.

Heidi Manley, the acting branch chief for USA Study Abroad and deputy director in the Office of Global Educational Programs, says her office's programs are helping to fill mission-critical skill gaps across the federal workforce.

"The Critical Language Scholarship and Gilman Scholarship programs help participants develop the language skills and cultural knowledge that employers at the Department of State and other federal agencies need," she said.

In fact, half of Gilman alumni and more than 60 percent of CLS alumni report using knowledge gained on program in their jobs. A recent survey showed that more than 20 percent of CLS alumni have careers in local, state or federal government, and about 25 percent of the combined July and September 2017 Foreign Service A-100 classes were alumni of Gilman, CLS or the U.S. Fulbright student program.

Joshua Trinidad, an alumnus of CLS and Gilman, recently entered the Foreign Service. He said that he learned to improvise and persevere when confronted with cultural and language obstacles. He struggled to communicate in French when he arrived in Paris as a 2011–12 Gilman scholar, so he learned to be flexible to overcome the language barrier and build relationships. As a Foreign Service officer, he will use the problem-solving and relationship-building skills he learned as a Gilman scholar at his first post, Ciudad Juarez. "Having personal contact with people from



Stephanie Wan contributes to space diplomacy as a contractor assigned to the Office of Space and Advanced Technology in the Bureau of Oceans and International Environmental and Scientific Affairs. She studied in Beijing as a Gilman scholar in 2006. *Photo by Anna Du*



While serving as an intern at Embassy Tokyo in 2016, Joshua Trinidad is interviewed in Japanese on the streets of Tokyo for a game show. He studied in France as a Gilman scholar, and in Japan with CLS.

Photo courtesy of Joshua Trinidad

| Cont. | ▼

other cultures is the best way to break down cultural barriers,” said Trinidad. “People who study abroad and the people they interact with develop personal connections and think differently [about foreign cultures].”

Foreign Service Officer Hermes Grullon realized the importance of people-to-people relationships in combating extremist views while in Nicaragua as a Gilman scholar in 2012. He remembers this lesson daily as a political officer in Djibouti. “A lot of people may dislike the U.S. only because they have not been exposed to its diversity,” said Grullon. “Programs like [Gilman] can show them different sides of the U.S. and help those across the world better understand the nuances of U.S. society. Developing closer ties with individuals around the world helps us to combat extremism.”

CLS and Gilman participants representing the full breadth of American culture and society have studied in more than 140 countries in every world region. In academic year 2016–17, participants of CLS and Gilman came from all 50 states, Puerto Rico and Washington, D.C. Almost half of Gilman participants and 30 percent of CLS participants were first-generation college students, and nearly 70 percent of Gilman participants and 40 percent of CLS participants self-identified as students of color. More than 200 Gilman and CLS participants also self-identified as having a disability.

“These programs are excellent foreign policy tools, with participants serving as the embodiment of American diversity, culture and values in large and small communities around the world,” said Manley.

To encourage these talented program participants to bring their skills and knowledge to the federal workforce, the U.S. government has awarded alumni of CLS and Gilman, and the U.S. Fulbright student program, Non-Competitive Eligibility, a preferential hiring status for federal jobs. Not only will this initiative recruit alumni with a wealth of cultural and linguistic expertise, it will also help ensure that the Department’s staffing reflects the diversity of America.

Klock, Wan, Trinidad and Grullon come from different backgrounds, but they all use the skills and knowledge they gained studying abroad in their current roles advancing U.S. foreign policy goals at the Department.

“Being a U.S. diplomat regardless of my background—where I was born, being Dominican-American, growing up in low-income housing, or being the first in my family to go to college—reaffirms that the Foreign Service is not just for elites,” said Grullon “It still can be elitist, but my experiences overseas are what give me the audacity to take a seat at the table. I have the confidence I need to walk in and know I belong even when I am the youngest or only person of color in the room.”

■ *Rebecca Gailey is a program officer in the USA Study Abroad branch, Bureau of Educational and Cultural Affairs. Anna Du was a 2017 Department of State intern.*



Hermes Grullon stands with a past grant recipient holding her handmade portrait of a Djibouti flag at a June 2017 international bazaar at Camp Lemonnier-Djibouti.
Photo courtesy of Hermes Grullon

LYING IN STATE: COUNTRY TEAM COGITATION

...SO THAT'S MY
COMPREHENSIVE VISION
FOR OUR GEOSTRATEGIC
ENGAGEMENT WITH THE
REPUBLIC OF PAKISTAN.
I'D WELCOME YOUR THOUGHT

I'M NOT SURE
MY POCKET SQUARE
MATCHES MY
SOCKS.

IF THERE'S A ZOMBIE
APOCALYPSE, NO WAY
I'M GOING OUT IN
THE CONSULAR
SECTION WAITING
ROOM. ☹

I DON'T CARE IF THE
LOCALS THINK IT'S A
TREAT - I SHOULD HAVE
SKIPPED THAT
FERMENTED
HAMSTER
MILK
SMOOTHIE
AT LUNCH...

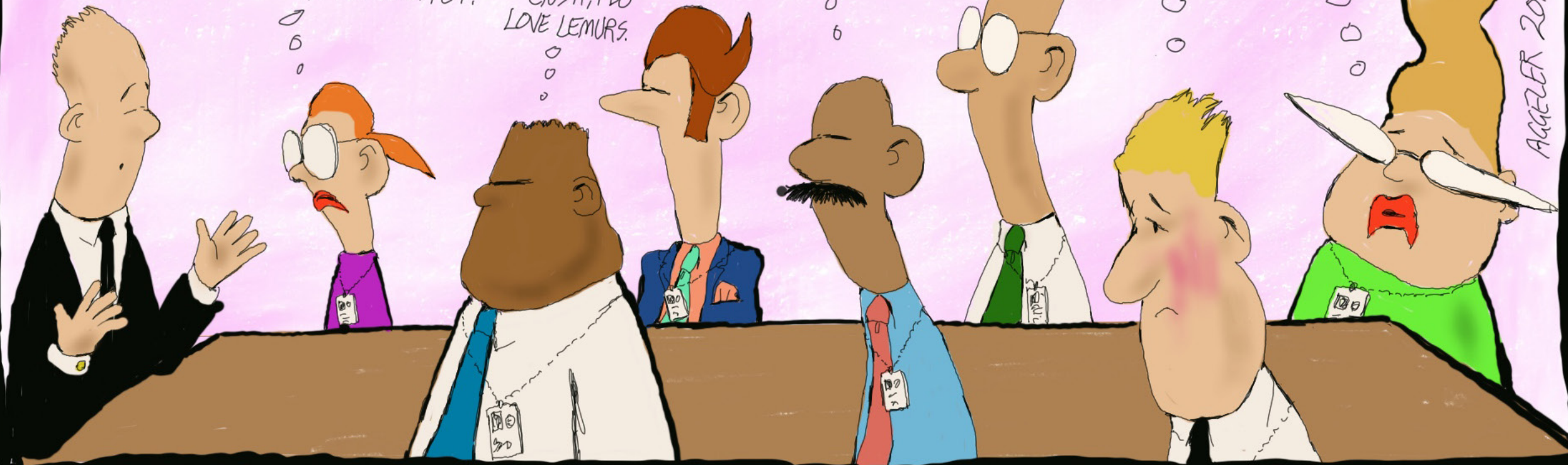
WHAT'S
THAT

WHAT'S
THAT
SMELL?

IS THIS THE MOMENT FOR
ME TO DAZZLE WITH A BRILLIANT
ANALYSIS OF ICKYSTAN ECONOMICS
LACED WITH INSIGHTFUL ANALOGIES
TO "BATTLESTAR GALACTICA?" GOSH, I

GOSH, I DO
LOVE LEMURS.

DOES THE
AMBASSADOR
LIKE MY
MOUSTACHE?

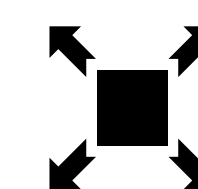
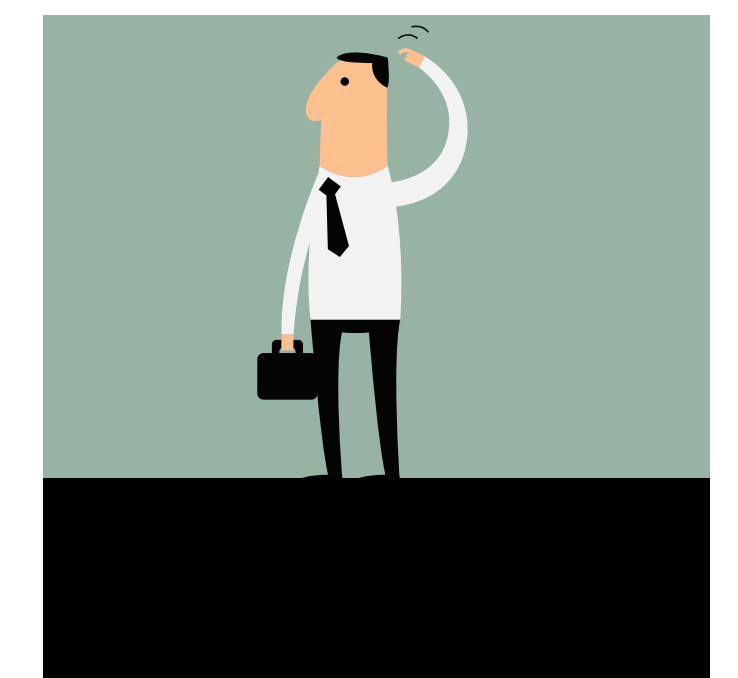
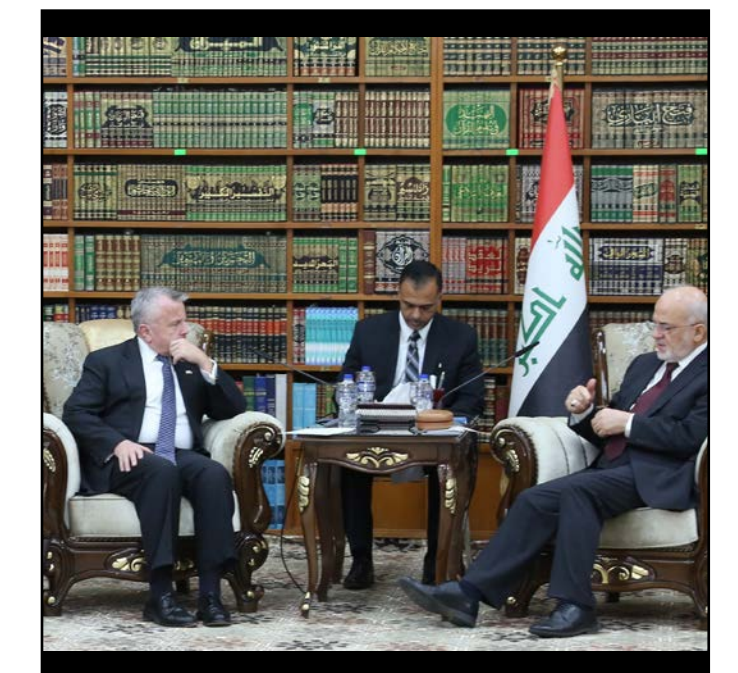


AGGELER 2018

Germany Donates a Piece of the Berlin Wall to Diplomacy Center

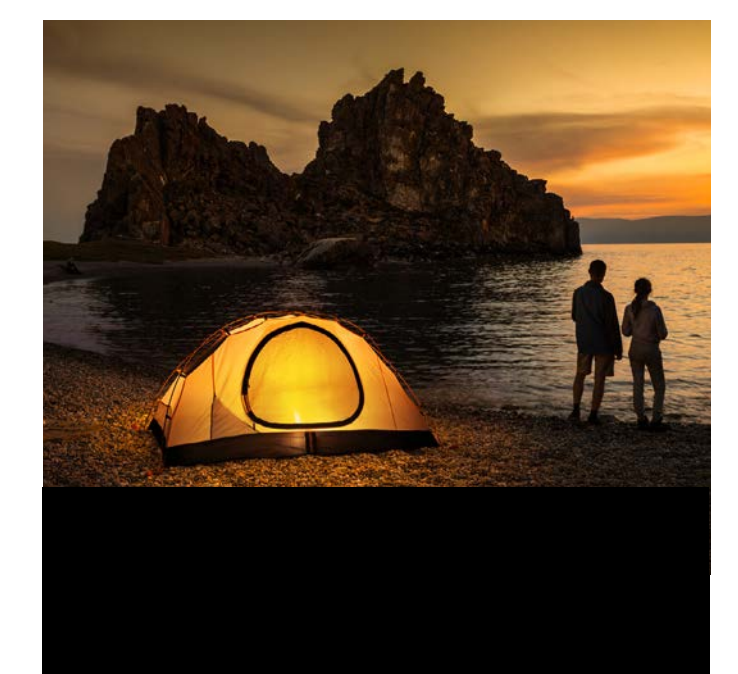


A delegation of German officials joined U.S. Diplomacy Center representatives and a group of Department dignitaries, including Leipzig Consul General Timothy Eydelnant, at a Feb. 13 ceremony showcasing a piece of the Berlin Wall donated by Germany to the Diplomacy Center in Washington, D.C. ■ *Photo by Luis A. Jimenez Jr.*

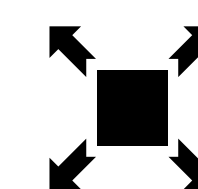
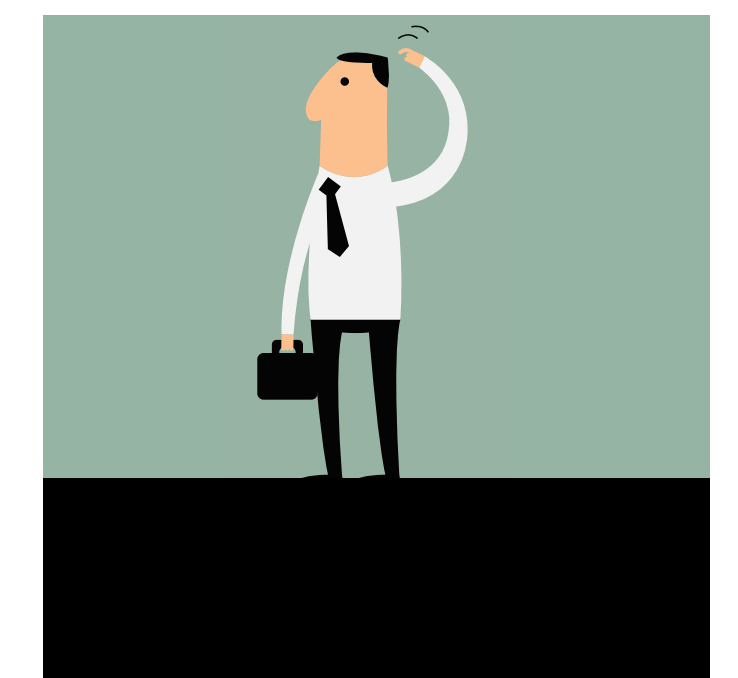
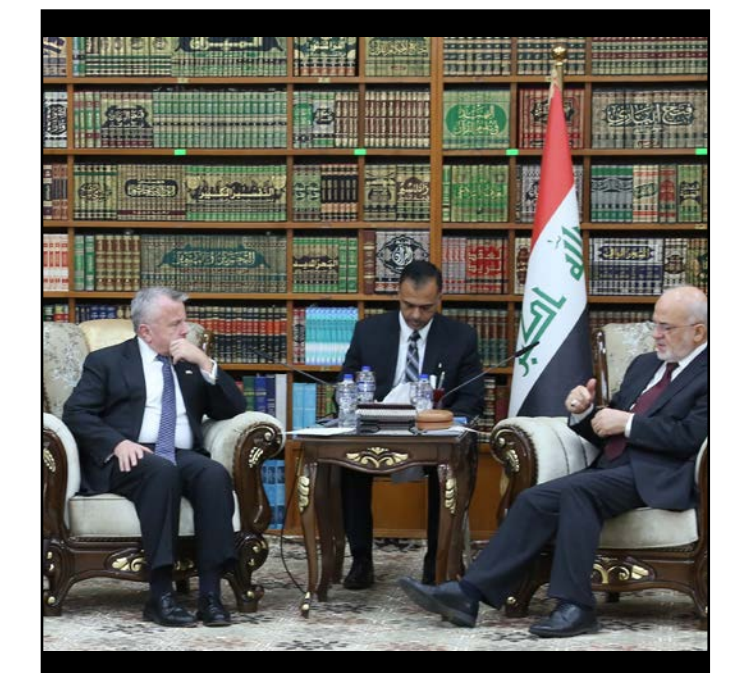
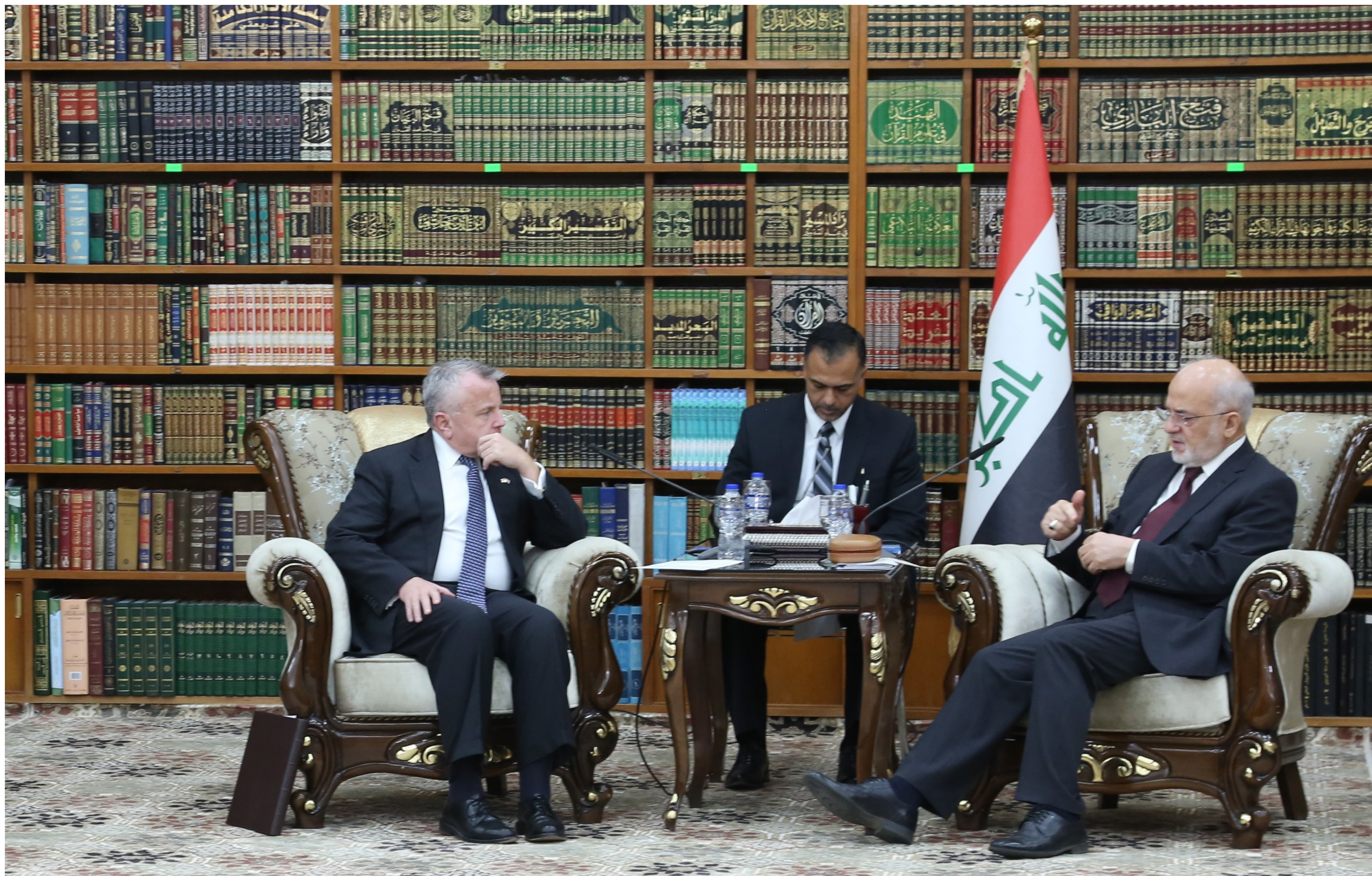


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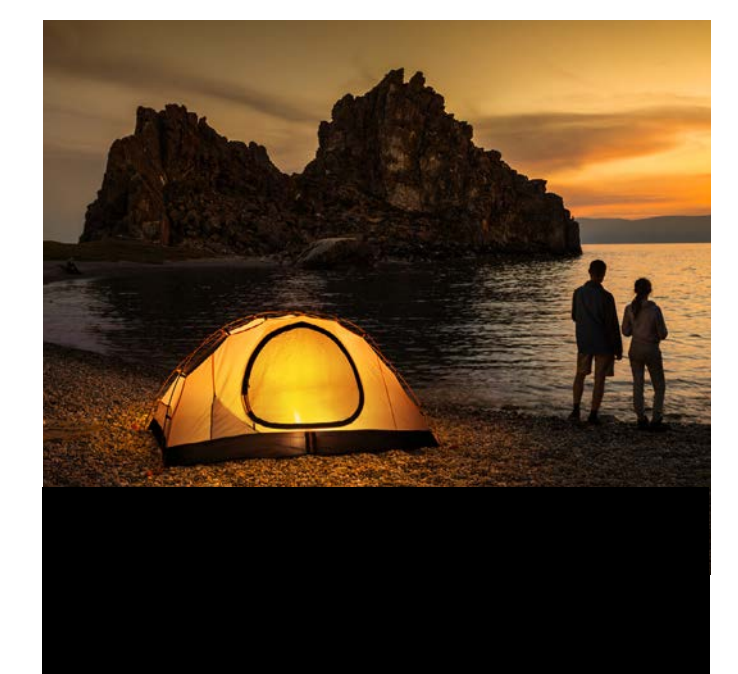


Deputy Secretary Reaffirms U.S. Commitment to Iraq



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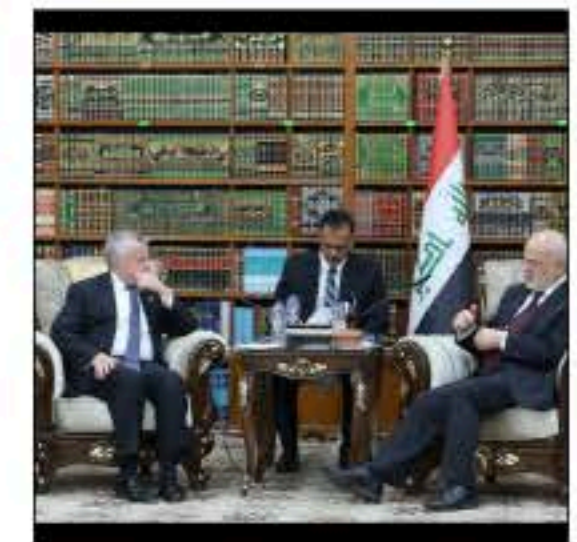
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Deputy Secretary of State John J. Sullivan visited Iraq Jan. 27–29. In the wake of the liberation of all Iraqi territory from ISIS, he reaffirmed the U.S. commitment to Iraq and our multidimensional partnership. Sullivan met with senior officials in the government of Iraq and the Kurdistan Regional Government. In public remarks, he honored the members of the Iraqi security forces, including the Peshmerga, who lost their lives fighting ISIS: “This is a battle Iraqis fought for Iraq, but it is also a battle the Iraqis have fought on behalf of the entire world. We are immensely grateful to the people of Iraq for their determination, bravery and sacrifice.” ■

State Department photo

How the Department Honored Black History Month

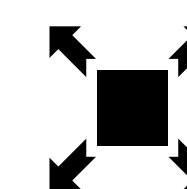
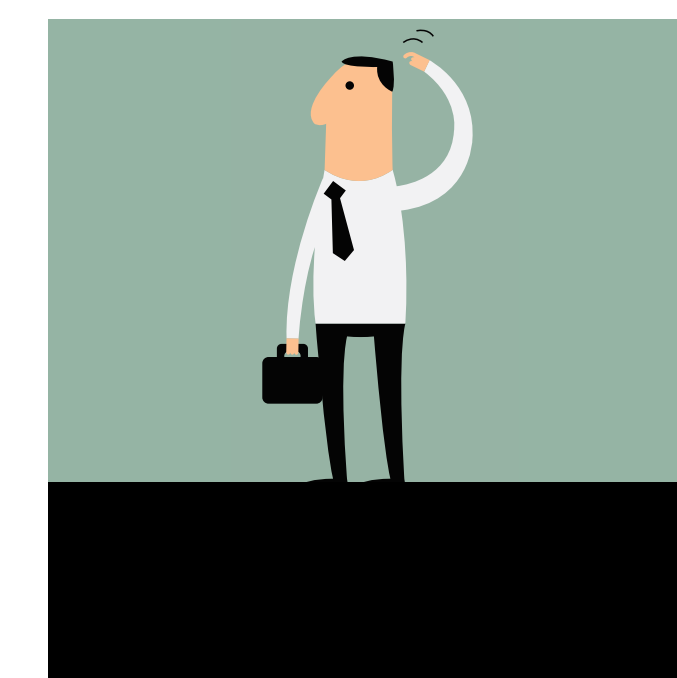
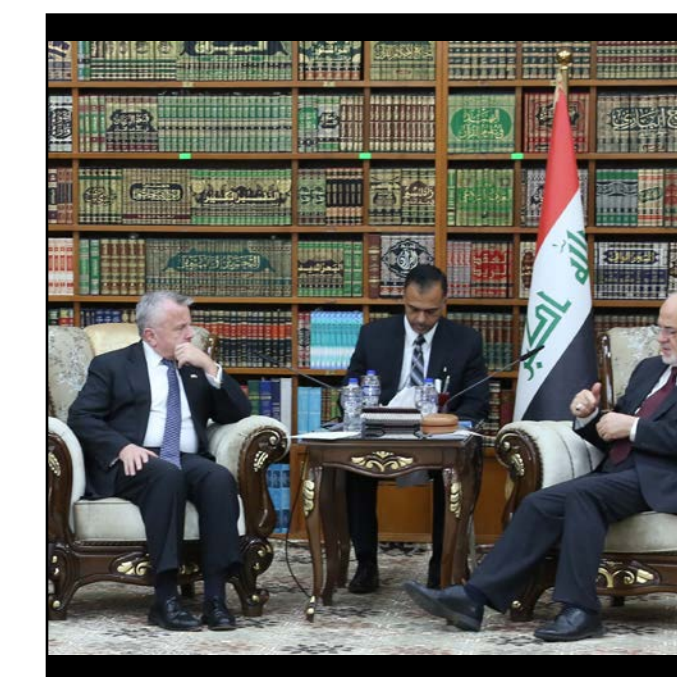


Every year, thousands of international students, educators and professionals experience African-American history and culture through Department of State exchange programs. To celebrate Black History Month and to recognize its commitment to diversity and inclusion, the Bureau of Educational and Cultural Affairs produced a video highlighting its programs and their impact. ■ *Video by ECA-PASC digital team.*

'Because We Are Women'

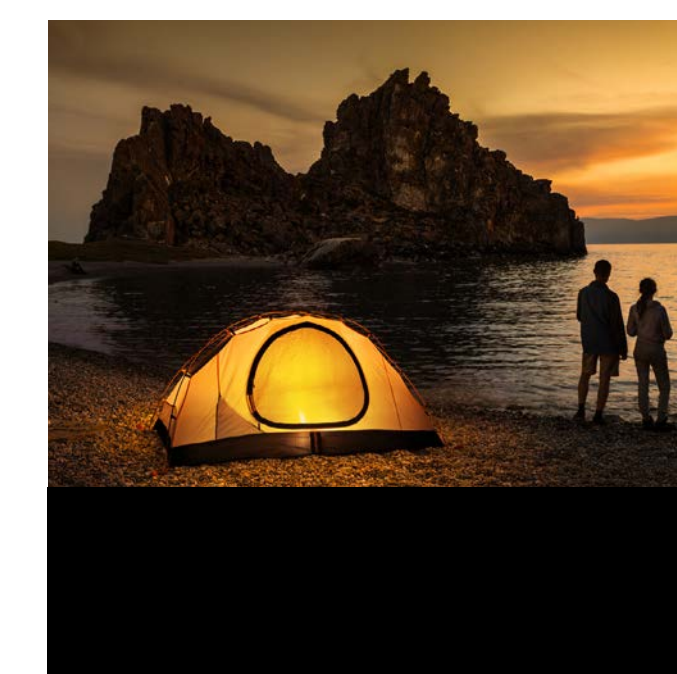


In March, Embassy Santiago conducted a social media campaign, #XqSomosMujeres (because we are women), to celebrate Women's History Month. In collaboration with female ambassadors in Santiago and Chilean partners, the embassy shared images and quotes from women to highlight how they support equality in the workplace. On International Women's Day, Embassy Santiago posted a photo of women ambassadors in Chile, which was taken at a meeting organized by U.S. Ambassador Carol Perez to discuss how their missions could advance gender equality in the workplace. The group included chiefs of mission from (top row, from left) Canada, Nicaragua, Romania, the United States, the U.N. Development Program, Lebanon, (bottom row, from left) Norway, Thailand, Paraguay, Turkey, Honduras, Guatemala and India. ■ *State Department photo*

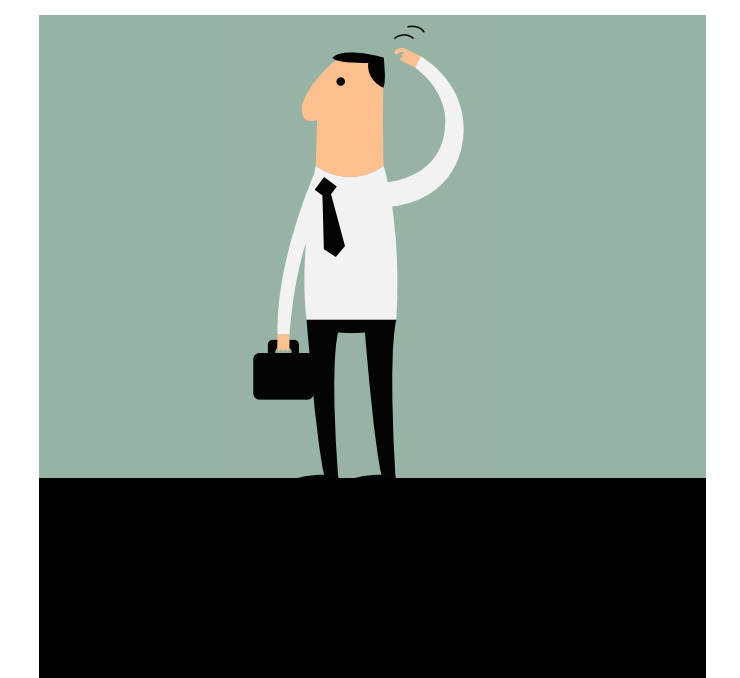
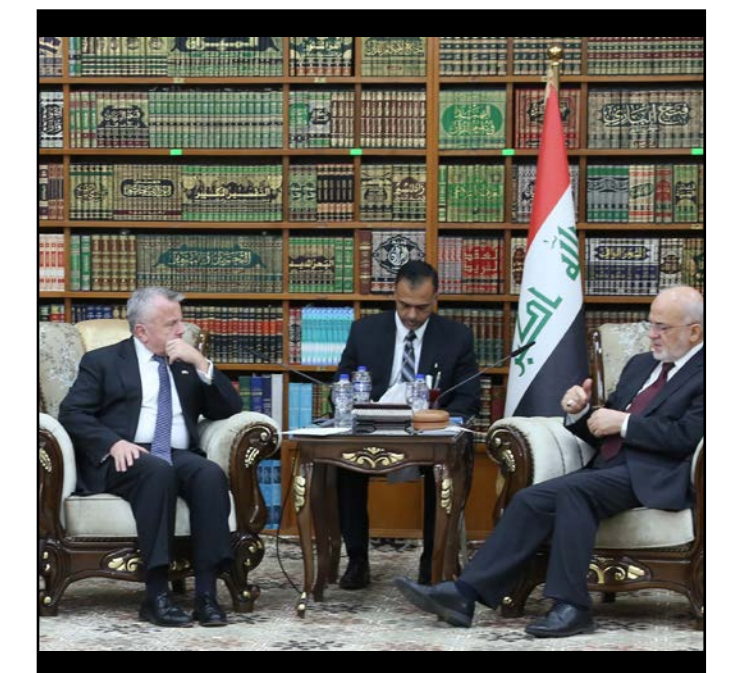


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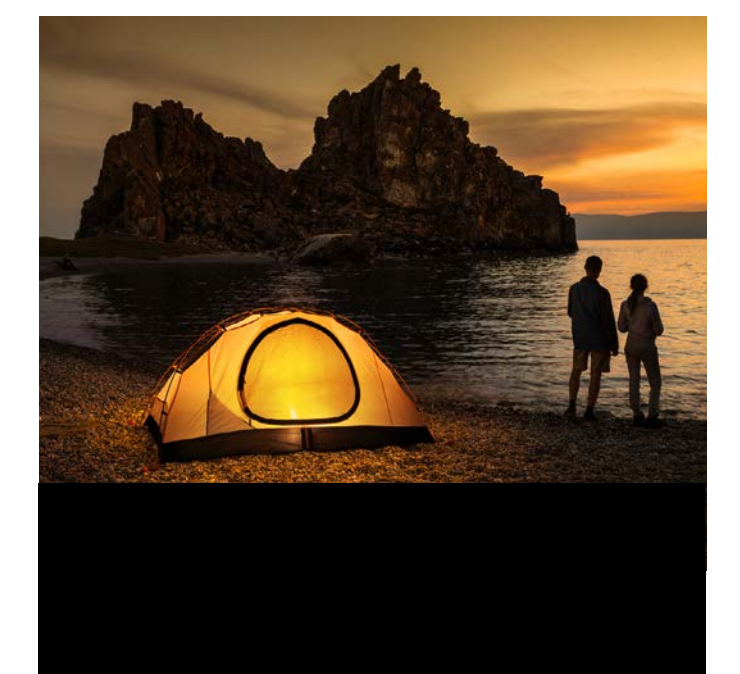
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'All Stars' Captivate Sri Lanka



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Acclaimed jazz musician, composer and arranger Wycliffe Gordon and his International All Stars performed a series of concerts in Sri Lanka Feb. 24–28 as part of the embassy's celebration of the 70th anniversary of U.S.-Sri Lanka relations. The prime minister attended the gala performance at the country's iconic Galle Face Hotel, where Jazz Ambassador Duke Ellington once stayed, and the band performed in tuk tuks at free pop-up concerts around the city. ■

Video by Harsha Kumar

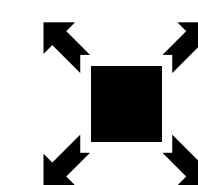
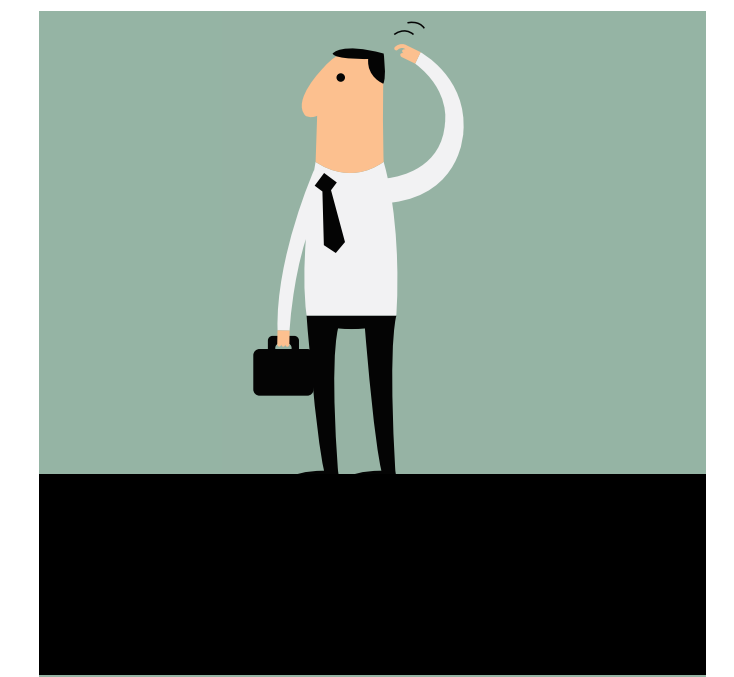
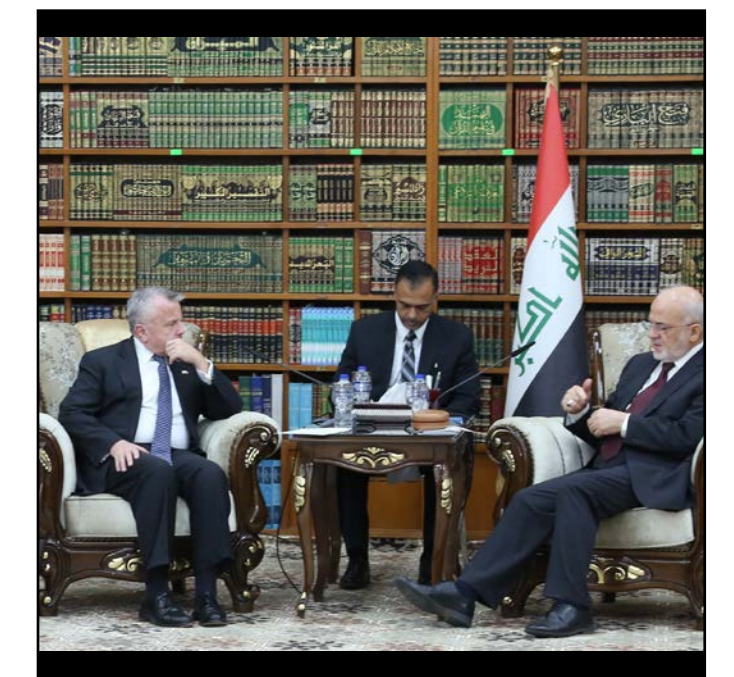
Retirements

Civil Service:

Armijo, Louis A.
 Ash-Shakoor, Mansour
 Bandler, Michael J.
 Catino, Susan R.
 Goodlette, Tyrone L.
 Howland, Barbara A.
 Jack, James S.
 Larkin, Pierre O.
 Litwinski, Victor Napoleon
 Mitchell Harrison, Kumiah
 Riabouchinsky, Jo Anne S.
 Salpini, Joy L.
 Shirey, Anna Marie
 Stafford, Beverly L.
 Summey, Linda T
 Welty, Douglas P.
 Westfield, Jasmine W.
 Zackery, Marsha Tillman

Foreign Service:

Buck, Christopher L.
 D'Amicantonio, A. John
 Dyer, Rick D.
 Eckard, Dennis L.
 Kaminski, Henry
 Kubota, Collette J.
 Matthews, Bruce R.
 Schultz, Eric T.
 Soriano, Guillermo Miranda



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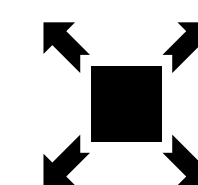
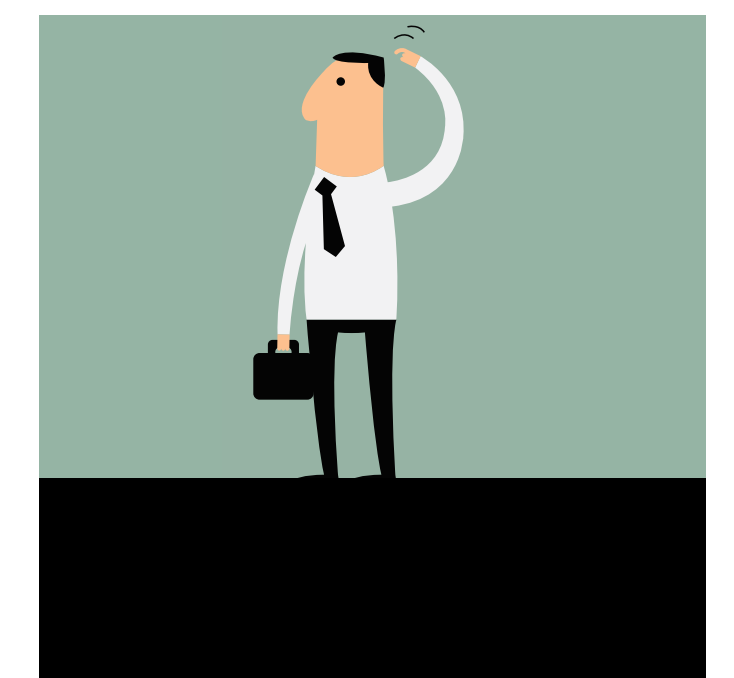
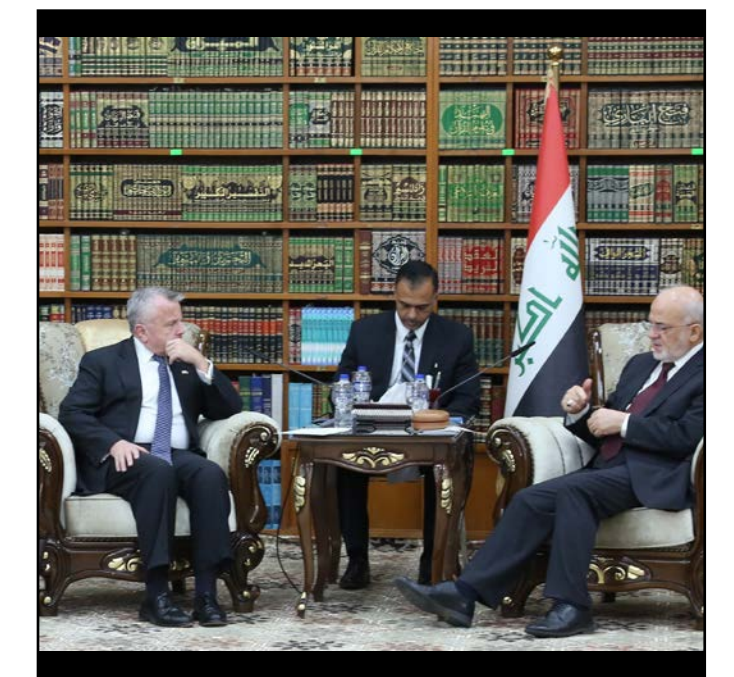


Ethics Answers

Q: I recently got a call from a friend who is a screenwriter in Hollywood. He is working on a screenplay centered around an issue that the Department of State works on, but with which I have no personal expertise. Because I had no personal knowledge of the issue, he asked whether I could connect him with the subject matter experts at the Department. I do not know anyone in that office, but I am pretty sure that I would have better luck reaching out to them than my friend cold-calling on his own. Can I help my friend in this fashion?

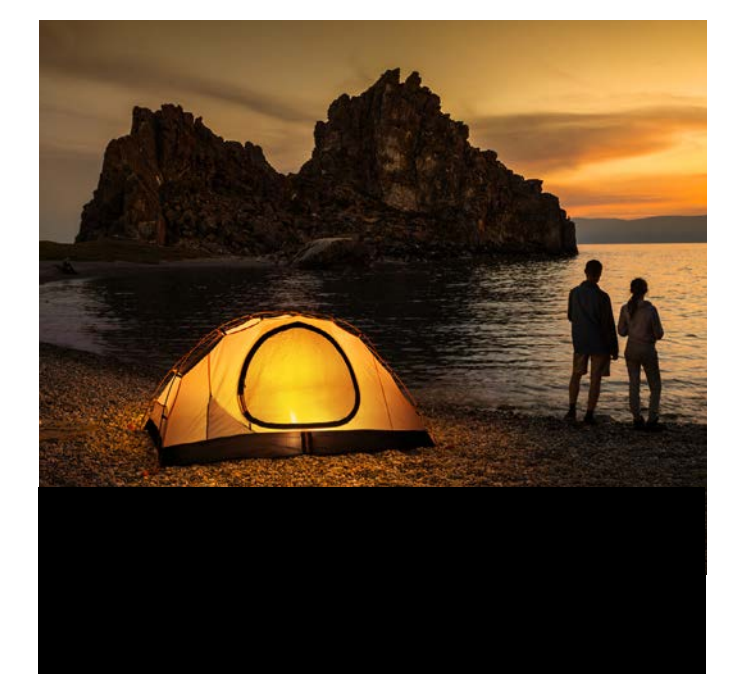
A: You can provide your friend with the general number for that office, assuming that it is otherwise available to the public. You need to take care to ensure that there is no perception of you misusing your public office for the private gain of your friend. Such a perception may be created if you reach out to the office, identify yourself as a Department employee and then ask that office to afford your friend special treatment.

Ethics Answers presents hypothetical ethical scenarios Department employees might face. For help with real ethics questions, email ethicsattorneymailbox@state.gov.



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End State



Livestock rides with passengers' cargo atop a bus traveling from Ouagadougou to Bobo-Dioulasso in Burkina Faso.

Photo by Isaac D. Pacheco

